

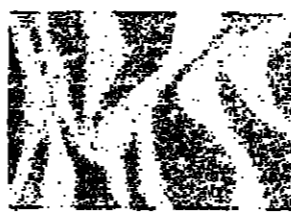
# FINANCIAL TIMES

**Natuna field**  
A symbol for Indonesia

Page 13

**Global business**  
An end to the cosy market

Peter Martin, Page 12



**China's economy**  
Telling part of the story

Page 6



**Today's surveys**  
Peru Franchising

Separate Section; Pages 23-25

World Business Newspaper

THURSDAY MARCH 7 1996

## German jobless total at highest level since 1945

Unemployment in Germany rose to a postwar high last month, casting fresh doubt on the government's forecast of 1.5 per cent growth this year and prompting the opposition Social Democratic party to accuse the ruling coalition of inaction. The federal labour office said one in nine of the labour force was out of work because of the weak economy, bad weather and a sharp downturn in the construction industry. Page 14

**EU growth likely to fall below 2%:** Economic growth in the European Union is likely to be less than 2 per cent this year, but activity should rebound in the second half of 1996, the Commission said. Page 2

**Security forces hit back at Hamas:** Palestinian and Israeli security forces struck at the Hamas Islamic movement. They raided strongholds of the extremist group responsible for suicide bombings which have threatened Middle East peace. Page 8

**Glaxo losing fight to shield Zantac:** Glaxo Wellcome, the largest pharmaceuticals company by sales, said it expected to lose its fight to keep US patent protection until 2002 for Zantac, its ulcer drug worth \$3.4bn a year. Page 15; Lex, Page 14

**BAe and Hughes lead missile race:** British Aerospace and Hughes of the US are frontrunners in the \$700m (\$1.07bn) competition to supply the UK with air-launched cruise missiles. Page 9

**Investcorp prepares Saks offering:** Bahrain-based investment group Investcorp is believed to be preparing a public offering shares in Saks Fifth Avenue, one of the best-known names in US retailing. Page 15

**Unions defend French telecoms monopoly:** Trade unions within France's TSIcom threatened industrial action against the government's plan to end the state utility's legal monopoly. Page 3; Lex, Page 14

**Tokyo considers Asian loan plan:** The Japanese government, the world's largest holder of foreign currency, is considering lending reserves to some neighbouring Asian countries to help combat foreign exchange instability. Page 6

**Rebels attack Chechen capital:** Chechen separatists attacked the republic's capital, Grozny, in some of the heaviest fighting since the Russians seized the city a year ago. Page 2

**China 'falling on human rights':** A US State Department report suggests that US policy toward China has failed to bring about improvements in the country's human rights record. Page 8

**Taiwan opposition plans missile protest:** Taiwan's leading opposition party plans to protest against Chinese missile tests off Taiwan by sailing boats into the earmarked sites in an attempt to disrupt the exercise. Page 6

**Kantor hits at bribery and corruption:** US trade representative Mickey Kantor (left) launched an attack on bribery and corruption in international transactions and suggested the US might deem them an "unfair trade practice" punishable by US trade sanctions. He said tax provisions in Germany, France and 12 other unspecified countries enabled companies to write off bribes as tax deductions. Page 5

**Stronger growth forecast for Hong Kong:** Hong Kong's economy is expected to see stronger growth this year and will return to a budget surplus after the deficit recorded in 1995-96, financial secretary Donald Tsang said. Page 6

**CompuServe seeks internet alliance:** CompuServe, one of the leading computer online services, is in talks with AT&T about a possible internet alliance. Page 15

**Investors avoid former Soviet bloc:** Foreign investment into the former Soviet bloc countries is lagging behind targets of \$200bn by 2000, a report for the fourth West-East conference of ministers, meeting in Baltimore, shows. Page 5

**World Cup Cricket:** In the final group matches India beat Zimbabwe by 40 runs, while Pakistan defeated New Zealand by 46 runs and Sri Lanka had a 144-run victory over Kenya. In the quarter-finals England will play Sri Lanka, Pakistan will play India, South Africa will meet the West Indies and New Zealand will play Australia.

**STOCK MARKET INDICES**  
New York: Dow Jones Ind. Av. 6,642.47 (+6.05)  
NASDAQ Composite 1,884.63 (-2.78)  
S&P 500 1,042.47 (+0.25)  
London: FTSE 100 3,789.5 (-18.2)  
Nikkei 20,241.18 (+37.31)

**US LIGHTHOUSE RATES**  
Federal Funds 5%  
3-month T-bill 5.01%  
Long Bond 8%  
Yield 5.42%

**OTHER RATES**  
UK 3-month Interbank 6% (same)  
UK 10 yr SR 8% (same)  
France 10 yr Bond 10.98% (10.51)  
Germany 10 yr Bond 8.73% (8.43)  
Japan 10 yr JGB 5.68% (5.42)

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 Brent 15-day (Apr) \$16.185 (17.7)

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## Sandoz plans \$60bn merged group

By Tony Jackson in New York

Sandoz, the Swiss drugs company, is set to announce one of the world's biggest mergers, creating one of the top three drug companies with a market capitalisation in excess of \$60bn. Although Sandoz's partner is not yet public, the deal is expected to be a merger of equals. It would surpass Kohlberg Kravis Roberts' takeover of RJR Nabisco in 1989 as well as Walt Disney's acquisition last year of Capital Cities/ABC. It would also dwarf last year's \$3.1bn (\$3.7bn) takeover by Glaxo of its UK rival Wellcome, at that time the biggest deal in the drugs sector.

### Swiss company's proposed venture would create one of the top three drugs businesses in the world

Sandoz, which ranks 14th by sales in the world drugs market, would not comment last night. The expected deal comes amid a worldwide mergers and acquisitions boom through the mid-1990s. The surge has been driven by consolidation in industries such as pharmaceuticals, coupled with deregulation and technological development in sectors such as media and telecommunications.

Takeover speculation has dogged the drugs sector for months, sending shares in Zeneca of the UK repeatedly to new highs over the past six months, and yesterday boosting shares in Ciba, Sandoz's neighbour in Basel, by SFr38 to SFr1.125. Industry leaders are convinced that more deals are imminent. The sector is highly fragmented by comparison with other global

industries such as motor manufacturing. Glaxo Wellcome, the world's biggest drugs company, has a market share of about 5 per cent. The top 20 companies control less than half of world drug sales. Most of the world's top drug companies have bought and sold businesses in an effort to gain market share and lower costs. As well as Glaxo and Wellcome, American Home Products

paid \$10bn for American Cyanamid, Hoechst of Germany paid \$7.1bn for Marion Merrell Dow of the US and Roche paid \$5.3bn for California's Syntex. The Sandoz deal would come four months after the creation of Pharmacia & Upjohn from Swedish and US parents. The apparent success of that merger - a friendly share swap which avoided dragging the companies deep into debt - has prompted

analysts to argue that mergers were more likely than hostile bids as consolidation proceeded. Job losses have followed almost all the mergers: 7,500 at Glaxo Wellcome and 4,000 at Pharmacia & Upjohn. But several companies have yet to do deals with rivals. They include Ciba, Zeneca, the US companies Eli Lilly and Pfizer, and Germany's Bayer. The deal-making has been principally about cost-cutting as drug buyers, mostly governments, have tried to limit the growth of healthcare spending by driving hard bargains with suppliers.

Merger families, Page 15



Victory salute: Bob Dole and his wife Elizabeth giving a thumbs-up in Washington as the US Senate majority leader became overwhelming favourite for the Republican party's presidential nomination after his victory in all eight primaries held on Tuesday

## Dole endorsed by rivals in US primaries

By Jurek Martin in Washington

Two of Mr Bob Dole's rivals for the US Republican presidential nomination dropped out of the race yesterday and endorsed the Senate majority leader, already riding high after a clean sweep of eight primary elections on Tuesday.

But Mr Pat Buchanan, the rightwing pundit, and Mr Steve Forbes, the magazine publisher, vowed to fight on. But even Mr Buchanan conceded it appeared "inevitable" that Mr Dole would be the Republican nominee.

Mr Forbes appeared in New York, site of today's primary, having won the backing of Mr Jack Kemp, the former housing secretary and tax-cutting con-

gressman, which he said was an "enormous boost to my campaign of optimism and renewal". The most significant withdrawal was that of Mr Lamar Alexander, the former governor of Tennessee. His appeal to his native south foundered on Tuesday in Georgia, where he finished a poor third with 13 per cent, and in seven other primaries across the country.

Mr Alexander went home to Nashville to declare that Mr Dole "is our best choice - and of those that remain our only choice - to carry our banner" against President Bill Clinton in the November election. He added he would not accept any offer to run as vice presidential candidate.

Senator Dick Lugar of Indiana also quit the race and backed the majority leader. He had made little impact in the primaries, finishing only fourth in Vermont on Tuesday, but, like Mr Alexander, most of the votes he did receive came from Mr Dole's column.

Governor George Bush of Texas, son of the former Republican president, also came out for Mr Dole yesterday ahead of his state's primary, the largest of next week's "Super Tuesday" elections.

"I am convinced Bob Dole is the right man for Texas and the right man for America," Mr Bush said. Mr Dole described the governor's support as "the icing on the cake" and pointed to a recent poll in Texas which had him beating Mr Clinton by 56-40

per cent. Mr Dole said his goal was now to "unify the Republican party, close ranks and face the real target, Bill Clinton". The endorsements set the seal on a solid primary sweep for Mr Dole after a month in which

Continued on Page 14  
Editorial Comment, Page 13  
Dole regains his slot, Page 4

## European delicacies to get protection from Brussels

By Caroline Southey in Brussels

European delicacies, including feta cheese, Jersey royal potatoes and Gloucestershire cider, were yesterday offered protection by the European Commission from imitations that fail to follow traditional recipes.

The choice of 318 foods for protection follows months of deliberation by the Commission, which had to sift through 1,400 products cherished by member states but given imperfect protection by existing national legislation.

Among the listed products are 104 cheeses and 64 meats, mostly from France, as well as some 30 olive oils and fats. There is also a list of "generic" names for six cheeses, such as brie, camembert and cheddar, already considered so common that they can be used by anybody.

The most controversial item on the list is feta cheese, which can only be made from goat's milk in Greece. Denmark argued that its producers have been making feta

cheese from cows' milk for 20 years and that a ban on the use of the name would harm its substantial exports.

Mr Franz Fischler, EU commissioner for agriculture, admitted that, in compiling the list, the Commission had a new and different role which resembled that of a "trademark office". A senior EU official added: "It is not much fun."

Registration will protect the products in the same way as patents or trademarks protect industrial property rights.

Once a "geographical indication" is given, only producers in a designated area who comply with certain production rules can use that name.

Mr Fischler yesterday offered two concessions to the producers of foods which will be affected. He said restrictions on the use of product names would apply only within the EU, and he would support a five-year phase-in of the list.

UK producers received protection for Orkney beef, Newcastle Brown Ale and West Country Farmhouse Cheddar Cheese.

In continental Europe, Bœuf du Maine in France, Mozzarella di Bufala Campana in Italy, Noord-Hollandse Gouda in the Netherlands and Rhenser Mineralbrunnen (mineral water) in Germany were among the products on the list.

"The aim is to bring some clarity into the market and to protect the interests of producers and consumers," the Commission said, pointing out that "imitation" products left consumers "confused as to which product was genuine and which was a copy".

Commission officials said the regulations had been checked with the US and with World Trade Organisation rules. However, Danish dairy producers have asked their government to challenge the proposals in the European Court.

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# Brussels confirms growth setback

By Lionel Barber in Brussels

Economic growth in the European Union is likely to be less than 2 per cent this year - lower than forecast - but activity should rebound in the second half of 1996, the Commission said yesterday.

Earlier this year Brussels was predicting 2.6 per cent, and there is concern that the slowdown could tip the EU into recession. However, Mr Yves-Thibault de Silguy, economic and monetary affairs commissioner, insisted yesterday that the economic fundamentals remained sound with a trend of lower interest rates, low inflation, and strong corporate profitability.

"There is no recession," he said. "There is a crisis of confidence."

Despite faltering EU expansion, notably in Germany, Mr de Silguy remained optimistic

about the prospects for launching a single currency on schedule in January 1999. A "significant" number of the 15 member states would be ready to join monetary union by the end of next year, he said.

Mr de Silguy was presenting the Commission's annual economic report in Brussels. The 132-page document included for the first time an admission that the slowdown threatened to undermine the Union's medium-term goal of halving unemployment by the end of the century.

It blamed last year's "disappointing" performance on exchange rate volatility, an end to stock-building early in the economic cycle, and a rise in long-term interest rates. Growth came to a halt at the end of the year, with the likely output being around 2.5 per cent. Such levels of growth were not enough to stop unem-

## Bonn forecasts greater regional and state competition under Emu

The German government yesterday forecast that European economic and monetary union would unleash tougher competition between countries and regions to make their industrial locations more attractive to business, and create healthy pressure for greater deregulation and flexibility in goods and labour markets, writes Peter Norman in Bonn.

In a long promised answer to a series of parliamentary questions put by the opposition Social Democratic party, the government warned that under Emu both sides of industry would have to take a more responsible approach to wage bargaining and pay greater attention than before to international productivity differentials.

The government said that German federal, state and local authorities must step up their budgetary consolidation efforts to meet the Maastricht treaty entry criteria for Emu.

ployment rising, particularly among young people, and could encourage governments to relax efforts at fiscal consolidation, the Commission said.

"Impatience with the pace of recovery, along with fears of social unrest, might weaken or even paralyse governments' efforts to carry out the necessary budgetary and structural reforms," said the report. But

any short-term benefits from reduced fiscal rigour were likely to prove illusory.

On individual countries, Mr de Silguy gave high marks to Denmark, Ireland, the Netherlands, and Sweden for exceeding their own targets for budgetary rigour. But he singled out France, Germany and Austria for falling short of their goals.

Most countries benefited from the recovery in 1995, but - with the exception of Britain and the Netherlands - most failed to make a dent in unemployment. Italy saw a solid export-led recovery, but with high inflation and poor job creation. Spain also improved, but high public deficits and unemployment continued to pose a big challenge to the authorities.

The Commission will unveil fresh economic forecasts in May, including predictions for

each member state. Around this time it will make recommendations on which countries are running excessive budget deficits above the Maastricht treaty target of 3 per cent of gross domestic product.

Mr Jacques Santer, the European Commission president, has proposed a "pact of confidence" to encourage governments - along with business and trade unions - to take measures to relieve unemployment while maintaining the drive for budgetary rigour.

The Commission is sensitive to charges that budget austerity is promoting deflationary policies which are exacerbating unemployment. Mr de Silguy stressed yesterday that there is no alternative to restoring public finances which were the prerequisite for lower interest rates and stronger growth.

# Bank's shareholder governments agree in principle to extra Ecu10bn

## EBRD to have its capital doubled

By Kevin Done, East Europe Correspondent

The European Bank for Reconstruction and Development has won the support in principle of its shareholder governments for the doubling of its capital from Ecu10bn (\$12.8bn) to Ecu20bn during the rest of the decade.

With growing demand for finance from central and eastern Europe the EBRD would exhaust its present capital base within the next two years at its present level of operations. "By the year-end the EBRD had already approved projects equal to almost 80 per cent of its capital base, and we expect that demand for our services will continue to increase," Mr Jacques de Larosière, president, said yesterday.

The bank had a portfolio of 363 pro-

jects approved by the board worth Ecu7.9bn by the end of last year, with 355 more in the pipeline worth Ecu8.1bn.

Details of how the new capital will be provided are likely to be finalised at a meeting of European Union finance ministers next week. Governments are eager to limit the impact on national budgets by spreading the capital contribution over several years.

EU states and institutions hold a combined 56 per cent of the bank's equity, although the US is the largest single shareholder with 10 per cent. Japan holds 9 per cent and the states of central and eastern Europe, including the former Soviet Union, 13 per cent.

Formal approval for the injection of new capital is expected to be given by governments at the EBRD's annual

meeting in Sofia, Bulgaria, next month. Mr de Larosière said yesterday that he was confident of winning support.

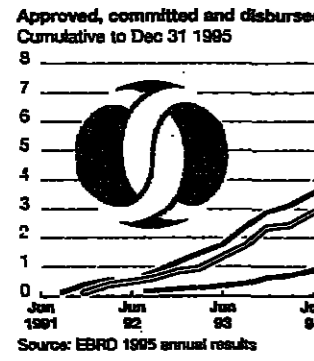
Backing from EBRD member governments for the increase is a significant vote of confidence in the bank's recent performance. It contrasts sharply with the institution's shaky start, which led to the premature resignation of its first president, Mr Jacques Attali, in the summer of 1993.

Mr Attali was severely criticised for his high-cost management style and the bank's heavy spending on its London headquarters. Under Mr de Larosière the bank's total administrative expenses have been kept under tight control, with only marginal increases in the past two years and falling overheads, despite a big increase in the volume of its operations.

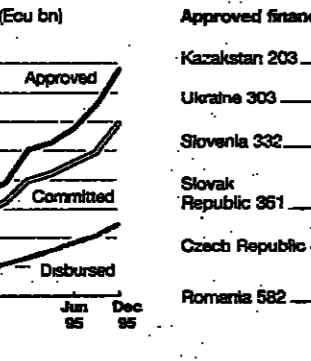
The EBRD was established in 1991 to assist in the transition process from centrally planned to open market economies in central and eastern Europe following the collapse of communism. It announced yesterday that it had achieved a net profit in 1995 of Ecu7.5m after provisions, compared with Ecu21m a year earlier. Operating profits of Ecu29.2m before provisions were more than three times the 1994 level of Ecu9.9m.

"The 1995 financial results were above expectations," said Mr Bart le Blanc, vice-president finance, yesterday. The bank had "significantly strengthened" its reserves, and the EBRD claimed that, after five years of investment in central and eastern Europe, it was moving towards "sustained profitability".

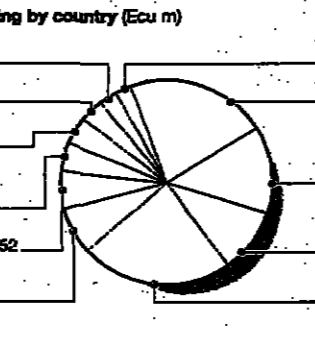
### The bank lends more . . .



### in more places . . .



### and brings costs under control



# Bank casts off its profligate image

The European Bank for Reconstruction and Development is working hard to polish its new reputation for thrift and prudence before its annual meeting next month in Sofia - and for good reason.

At the present rate of increase in operations the EBRD's capital base of Ecu10bn (\$12.8bn) will be exhausted by the end of 1997, and the bank expects a big jump in demand during the rest of the 1990s as the states of the former Soviet Union join the track of strong economic growth already taken by most of central Europe.

For the past year the bank has been working diligently to convince its 58 shareholders - 57 governments, most with their own budgetary problems, together with the European Union and the European Investment Bank - that it is worth pumping in another Ecu10bn to double the bank's capital and to allow it to continue to expand.

Ever since the premature departure as president of Mr Jacques Attali in 1993, his successor, Mr Jacques de Larosière has been working to repair the damage caused by his predecessor. For more than 12 months he has been preparing the ground to win share-

holder support for doubling the capital to Ecu20bn.

In practice the pain will not be quite as bad for the finance ministers assembled in the Bulgarian capital as the headline figure suggests. Of the EBRD's present Ecu10bn capital base only 30 per cent is represented by "paid in" shares.

The balance of the increase will again be so-called "callable" shares. These can only be called in dire circumstances, "as and when required by the bank to meet its liabilities". But in practice they afford vital protection to support the EBRD's AAA debt rating in the international capital markets, as it borrows to meet the bulk of its capital needs.

Mr de Larosière has no doubt that an increase in capital is urgently needed. "This is a crucial moment for the bank," he said yesterday.

By its statutes the bank is only allowed a one-to-one gearing ratio - it is not allowed to lend more than its capital. The 363 projects already approved in 24 countries total Ecu7.95bn, or around 80 per cent of the capital base, and the bank is planning to move to signing projects (the intermediate



De Larosière: working to repair the damage

of the past two years deserves a vote of confidence from its shareholders. And EBRD officials are holding out the additional carrot that this could be the first and last cash call.

Mr de Larosière said that substantial progress had been made in meeting the key targets established for the bank's development in the wake of Mr Attali's departure, namely:

- to increase the focus of lending and investment on the private sector;
- to increase the geographical spread of operations to the riskier countries in the region;
- to target local private enterprises, rather than simply joint ventures with western investors;
- to make more use of local financial institutions in the region; and
- to be more active in equity investments.

Last year 71 per cent of the projects signed and 85 per cent of approved projects were of the private sector. The first disbursements were made in four new countries, Azerbaijan, Croatia, Georgia and Kyrgyzstan.

Equity investments last year accounted for a quarter of the value of all approved projects,

and the bank is using a series of credit lines to local banks and a number of new investment funds to target small and medium-sized companies. Transactions with local financial institutions accounted for 27 per cent of the bank's total commitments for the year.

The EBRD believes its financial performance also passes muster. Banking operations accounted for 38 per cent of gross income compared with 20 per cent a year earlier, and for the first time there were "significant contributions" from equity investments. At the same time, provisions were trebled to Ecu75.4m, as the bank moved to weed "soft" assets out of its portfolio.

And on its most sensitive point, namely costs, Mr Bart le Blanc, vice-president finance, claims productivity has risen sharply. "There has been no real increase in administrative expenses for the past three years at a time of significant expansion in the business." Overheads are down from 29.6 per cent of operating costs in 1993 to a forecast 24.1 per cent this year. Two of the bank's 12 floors are being sub-let.

The ample figure of the bronze nude, the "Venus of Broadgate", still looms before the entrance of the EBRD, but behind it the other "fat lady" has been on a tough course of dieting.

## Broadgate's 'fat lady' looks lean and fit these days, writes Kevin Done, East Europe Correspondent

stage between approval and disbursement) at a volume of around Ecu2.5bn a year by 1999, from last year's level of Ecu2bn. "Without new capital, the volume of our new business would drop to around Ecu500m a year," said one senior official.

While the bank believes that the need for the capital boost cannot be disputed in terms of aiding the transition process in east Europe, it is also adamant that its operating performance

challenge similar to that posed by the Pershing-2 rockets which the US deployed in western Europe in the 1980s.

"We are not so primitive as to think that the expansion of NATO will be used for a swift strike against Russia," he said.

But he added: "If short-range missiles with nuclear warheads are installed on the territory of newly integrated NATO members, they will have the same lying time as the Pershing-2."

The Soviet Union particularly objected to the Pershing-2 rockets, which were eventually removed under the INF treaty barring medium-range missiles, on the grounds that they could reach Soviet terri-

tory in five or six minutes.

Mr Primakov said that the event of fresh nuclear deployments by an enlarged NATO, "our military men... will ask for extra funds, and we will be obliged to provide them."

NATO officials said they were hoping shortly to sign memoranda with Russia on scientific research and disaster relief. This would amount to the first hint of progress for some months in NATO's prickly relations with Moscow.

However, Moscow is continuing to raise objections of detail to a formal agreement on the status of the 1,500 Russian soldiers who are taking part in NATO's peace implementation effort in Bosnia. It is also prov-

ing reluctant to co-operate with western forces over the arrest of war criminals in Bosnia, and has yet to reply to NATO proposals last autumn for a formal relationship.

Mr Primakov confirmed that links with Russia's neighbours were his top priority. He said some ex-Soviet republics would probably transfer part of their sovereignty to a supra-national structure similar to the European Union - without ceasing to be sovereign states.

He singled out Belarus, Kazakhstan and Kyrgyzstan as republics likely to opt for deeper forms of integration with Russia - and criticised western countries for objecting to the integration process.

# Minister warns Nato of higher Russian defence spending

## Primakov bangs military drum

By Bruce Clark, Diplomatic Correspondent

Russia will be forced to increase military spending if NATO enlarges and deploys nuclear weapons on the soil of its new members, according to Mr Yevgeny Primakov, the Russian foreign minister.

This latest Russian warning came as Mr Javier Solana, the NATO secretary-general, is preparing for a ground-breaking visit to Moscow this month which is aimed at easing the considerable strains in Russian-NATO relations.

Mr Primakov, in an interview with the daily Izvestia, said NATO's eastward expansion could present Russia with a

challenge similar to that posed by the Pershing-2 rockets which the US deployed in western Europe in the 1980s.

"We are not so primitive as to think that the expansion of NATO will be used for a swift strike against Russia," he said.

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### EUROPEAN NEWS DIGEST

# Chechen rebels attack capital

Chechen separatists, unbowed by 15 months of struggle, launched a determined assault on the republic's capital, Grozny, yesterday, in some of the heaviest fighting since the Russians seized the city a year ago. Russian news agencies reported that federal forces had suffered heavy casualties and that fighting was continuing as night fell. Persistent skirmishes were also reported at Sernovodsk, 30 miles to the west.

The turmoil in the north Caucasus is becoming critical for President Boris Yeltsin's chances of re-election in June. He has conceded that he stands little hope if the conflict does not stop before polling day on June 16.

The Chechen assault on Grozny began before dawn yesterday as small bands of separatist fighters infiltrated the devastated city from three sides and advanced towards the centre. The Russian forces, who appeared surprised by the ferocity of the attack, called in helicopter gunships.

But the Chechen resistance suffered one setback as Russian news agencies reported that Mr Salman Raduyev, the guerrilla leader who led a hostage-taking raid on Kizlyar earlier this year, had died of head wounds. The latest Chechen offensive follows a visit to the region this week by Gen Pavel Grachev, Russia's defence minister.

John Thornhill, Moscow

## Nato to widen role in Bosnia

The Nato-led Implementation Force (Ifor) is poised to expand its role in Bosnia to include guarding mass graves and detaining war criminals, alliance officials said yesterday.

In a reversal of Ifor policy, the new guidelines will allow the 60,000-strong force to detain Bosnian Serb leaders who have been indicted for war crimes, should they come across them. Until now Ifor has said the detention of suspects was strictly a police matter.

The decision came after Ifor was criticised last week for securing a building for international mediators while Mr Radovoz Karadzic, the Bosnian Serb leader indicted for war crimes, was also inside.

In another challenge to the Dayton peace agreement, which guarantees freedom of movement throughout the country, Serbian radio reported that Bosnian Serb soldiers had detained 14 Muslims crossing the northern land corridor, secured by US forces.

Mr Robert Frowick, the US envoy organising elections in Bosnia, said yesterday they may not be able to go ahead as planned in the Dayton accord. "It is not now definitely possible to say the elections will take place," Mr Frowick said after meeting Nato ambassadors.

Reuter, Brussels

## Portuguese budget progresses

Portugal's minority Socialist government passed its first big test in parliament yesterday when the first reading of its 1996 budget plan was approved.

The Socialists, four seats short of an overall majority, won the vote by securing the abstention of the 15 deputies of the rightwing Popular party (PP) in return for amending some proposals. The centre-right Social Democrats (PSD), the main opposition party, and the Communist party voted against the bill at the close of a three-day debate. Parliament will vote on a final reading on March 16.

Mr António Sousa Franco, finance minister, agreed to implement several minor amendments proposed by the PP, including family tax rebates for spending on education and a special tax regime for fishermen. He said the changes would increase the budget deficit by about Ecu5bn (\$5.2m), increasing the deficit to 4.23 per cent of gross domestic product from 4.17 per cent.

Peter Wise, Lisbon

## Hungary to target black market

Hungary is to grant state investigators greater powers to investigate economic crime, Mr Gyula Horn, the prime minister, told parliament yesterday.

Mr Horn said a new investigation office would be set up to centralise information on economic crime from the police, tax and customs authorities. It would work alongside an existing government supervision office whose powers are to be increased.

The move comes amid growing concern at the size of Hungary's black economy, estimated at around 30 per cent of gross domestic product. A recent report commissioned by the prime minister's office found that 17-25 per cent of average family spending was on the black market, resulting in annual tax losses of up to Ft100bn (\$700m). MPs from all parties said high taxes and social security contributions were partly to blame, as well as the recession which pushed many into black market activities.

Virginia Marsh, Budapest

## Consumer prices rise in Greece

The Greek consumer price index rose by 0.3 per cent in February from January, and was up by 8.5 per cent year-on-year, Greece's national statistics department announced yesterday.

Last month's rise was mainly due to higher cigarette prices. The 8.5 per cent annual rate in February was the same as the previous month. Consumer prices rose by 8.1 per cent during the whole of last year, and the government is predicting 5 per cent for this year.

AFP, Athens

## Lesson of Bremer Vulkan affair

Mr Karel Van Miert, the European Union's competition commissioner, said the Commission wanted stricter controls on the use of public subsidies in the wake of the affair surrounding the German shipbuilder, Bremer Vulkan.

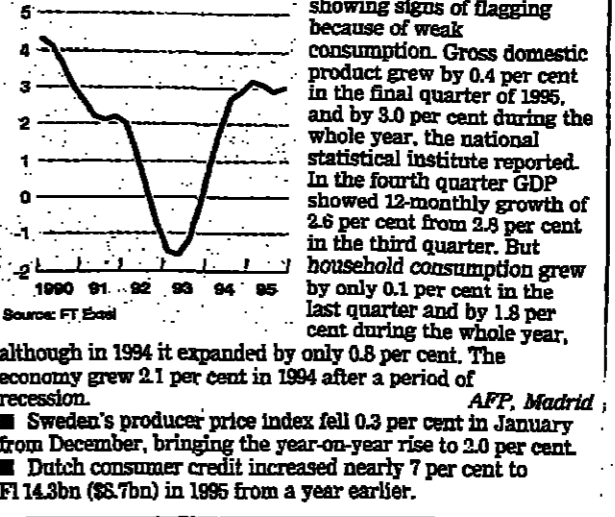
Mr Van Miert said future subsidy funds should not flow directly into the central finances of a company, and guarantees about exactly how funds would be used should be necessary.

Bremer Vulkan, which recently applied for protection from creditors, is accused of diverting DM716m (\$487m) of public and private funds intended to refurbish eastern German yards. The EU is demanding information on how the misused funds were spent. Mr Van Miert and the German economics minister, Mr Günter Rexrodt, stressed the extra controls should not lead to more bureaucracy. In future, approval of funds should be speeded up, they said.

Reuter, Berlin

### ECONOMIC WATCH

## Spain's growth begins to slow



Turkish stands by old guard

Commissioner highwa

Fannie

400,000,000

6.05% Debet

Price 100%

# Turkish PM Italy to pay out huge pensions arrears

## stands by old guard

By John Bartham in Ankara

Mr Mesut Yilmaz, Turkey's prime minister-designate, yesterday named his new cabinet, with portfolios carefully shared out between his Motherland party and its True Path coalition partner.

Both conservative parties are traditional rivals, even though they share the same pro-western, secular and free-market policies.

The new government, which formally takes power next week after parliament has approved its programme in a confidence debate, ends 11 weeks' uncertainty following December's elections in which the party won a mandate to govern.

The Motherland-True Path alliance was sealed only last week after Mr Yilmaz failed to form a coalition with the Islamist Refah party.

Most of the new ministers are traditional politicians, with a leaning of technocrats and businessmen. There are few representatives from Motherland's contingent of Islamists or True Path's right-wingers.

Motherland will control the important interior and defence ministries. True Path wins foreign affairs, education and justice.

As well as sharing portfolios, the two parties will also rotate the premiership. Mr Yilmaz, a former prime minister, will hand over power to Mrs Samsun Ciller, the True Path leader, at the end of the year. She will serve as prime minister until

the end of 1998, after which Mr Yilmaz will take over again for a year.

The two parties have decided to share out responsibility for the economy. Motherland will control the Finance Ministry and True Path the Treasury. Although party divisions could undermine implementing the new government's economic reform agenda, financial markets hope that the two sides will learn to co-operate with the passage of time.

The government wants to privatise the large but badly-run state banks this year. It plans to limit the issue of fresh domestic debt, effectively forcing the government to eliminate its big budget deficit. Mr Yilmaz also plans to introduce private pension schemes to replace the deficit-ridden state system.

Mr Yilmaz's senior appointments are well-regarded former ministers. Mr Oltan Sunugur, the new defence minister, was a competent justice minister in the last 1983-91 Motherland government. Mr Ekrem Pakdemirli, who becomes finance minister, is an economist and former minister. Mr Rusdu Saracoglu, a former central bank governor, becomes a minister of state.

Mr Nahit Metense, an old-style True Path politician and former interior minister, becomes deputy prime minister.

Mrs Ciller will not serve in the cabinet while Mr Yilmaz is prime minister.

By Robert Graham in Rome

The Italian government yesterday agreed to observe a Constitutional Court ruling and pay arrears owed since 1983 to almost 1m pensioners.

For this year, the extra payment due to pensioners will be funded directly by INPS, the state pensions institute. But the government has agreed to fund arrears with treasury bonds worth a minimum of L19,700bn (\$12.5bn).

The maximum cost if heirs are also included could be as high as a staggering L47,300bn. The government has been under strong pressure from the trade unions to honour the court's decision issued in June 1994. The move to settle the issue in the run-up to the April general elections is likely to be criticised by the opponents of Mr Lamberto Dini, the caretaker prime minister. However, any government would have found it difficult to avoid honouring the ruling much longer.

In a complex ruling, the Constitutional Court accepted that a group of pensioners on minimum pensions had

been denied certain entitlements and accordingly ordered these benefits be made good with arrears and interest from 1983. Successive governments have recognised the justice of the pensioners' demands but have fought the case through the courts to postpone payment.

INPS has since produced various hypotheses of the cost, based in good measure on whether heirs will be entitled to claim the benefits. The minimum amount without heirs and avoiding interest would be L19,700bn; but if a generous interpretation is

allowed, then the bill rises to L47,300bn. The government said it would release details today of how it intended to interpret the court's decision regarding payments.

Last week, the board of INPS refused to countenance the inclusion of an extra L3,000bn in its 1996 budget to cover the 1996 payments due under the court ruling. This was on the grounds that INPS was still unaware how the government was to settle the arrears.

It will now be obliged to fund the 1996 payments. This could raise its

deficit, funded by the Treasury, from L74,000bn to L77,000bn. But INPS hopes a crackdown on pensions fraud could reduce this.

On 11 occasions in the past 20 years, Italian governments have used treasury instruments (fixed interest, floating rate and inflation-linked bonds) to fund a variety of obligations.

The government hinted yesterday that the issue of bonds would be staggered to avoid a damaging impact on national debt which is running at 124 per cent of GDP.

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The government hinted yesterday that the issue of bonds would be staggered to avoid a damaging impact on national debt which is running at 124 per cent of GDP.

## Falling inflation may help Dini

By Robert Graham

Italy's annualised rate of inflation dropped to 5 per cent in February, confirming the downward trend in consumer prices.

Over the past three months annualised inflation has fallen by a full percentage point. "This is an excellent result but we must continue," said Mr Augusto Fantozzi, the finance

minister. "This goes to show our policy of containing prices is working."

Falling inflation could help the political ambitions of Mr Lamberto Dini, the caretaker prime minister who last month decided to form a party to fight the April general elections.

Mr Dini's opponents were thus quick to play down the government's role in fighting inflation. Mr Publio Flori, a

minister in the 1994 government of Mr Silvio Berlusconi, issued a statement on behalf of the rightwing National Alliance, attributing falling inflation to the economic slowdown.

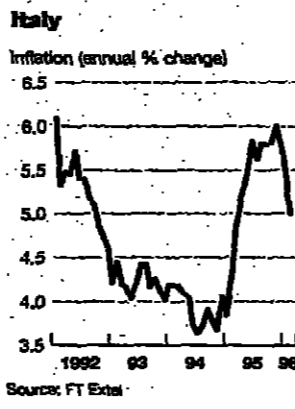
"You can't talk of inflation when you freeze investment, when real earnings decline and consumer demand falls. Falling prices are symptomatic of a serious deflationary phase."

He also claimed that the government's decision to delay utility tariff increases, planned for January, until at least June was purely electoral and would create problems in the future.

According to Istat, the statistics institute, prices increased 0.3 per cent in February, the main push coming from transport. Regional divergences also emerged with the north experiencing sharper inflation than

the south. Italy's inflation still remains well above the EU norm.

But the Bank of Italy in its latest six-month report suggested annualised inflation could fall below 4 per cent this year, coming closer to the target of 3.5 per cent. The lower rate of inflation reflects the strengthening of the lira, weak domestic demand and continuing wage restraint.



Source: FT Econ

## Union threat to French telecom liberalisation

By David Buchanan in Paris

Trade unions within France Télécom yesterday threatened industrial action against the government's plan to end the state utility's legal monopoly as part of a new system to regulate competition in telecommunications from 1998.

The plan, which is being examined by government lawyers before being presented to the cabinet, would create a new three-person independent regulatory authority with the job of supervising rules fixed by the government. The government will retain the

right to license new operators from January 1998, the date set for complete liberalisation of the European telecommunications market.

The pro-unionist CGT, which is the leading union among France Télécom's 155,000 employees, yesterday called for "a day of action" on March 29, in protest at the replacement of "a public monopoly" by "a Brussels-style universal service". Another union, Force Ouvrière, said it was considering "mobilisation".

The government plan would make France Télécom "the public operator responsible for a universal service",

defined as providing an affordable service across the country without any price discrimination based on geography.

At present France Télécom's monopoly requires it to provide a total service. Henceforth, the state will pay France Télécom for services related to defence, education and government research, while new operators will pay France Télécom connection fees which will help the public operator meet the cost of ensuring the same tariff around the country regardless of distance.

New operators will also have to

contribute in cash or in kind to providing other public services such as phone cabins, telephone information and directories.

The plan would prevent companies from outside the European Union owning more than 20 per cent of new telecoms operators in France using radio frequencies.

A similar restriction exists in the US, and the French government wants to negotiate reciprocal liberalisation with the US. "If liberalisation proceeds within the World Trade Organisation, this restriction could go," a ministry official said yesterday.

No such ownership restriction would exist for operators using cable, whose authorisation, unlike radio frequencies, is not the preserve of the state.

To ensure smooth technical functioning of a competitive market, the government aims that phone users will, from 1998, be able to "change operator without changing number", and that from 2001 each subscriber will get a life-time telephone number "which he will keep not only if he changes operator, but also if he moves to another region" of France.

## Commission ponders superhighway laws

By Emma Tucker in Brussels

Measures to outlaw the creation and distribution of illegal decoders for "scrambled" superhighway services such as pay television and video, on demand are under consideration by the European Commission.

Officials fear that new services could be prevented from flowing freely around the single market by an assortment of different national laws that aim to stop people from using illicit equipment to avoid paying subscription fees.

Mr Mario Monti, the single market commissioner said the development of the information society in Europe would be undermined "if there is no protection against the pirating of these services throughout the single market". He was launching a Green Paper that will provide the basis for discussions with interested parties over the next three months.

The paper, drawn up at the request of industry, covers all services that are encrypted, or scrambled, in order to ensure payment of a fee. This includes everything from pay television to certain new services such as interactive teleshopping and games supplied on request.

The European Commission proposes reorganising the Eurocontrol air traffic control organisation as a way of cutting delays and congestion and to improve efficiency of flights, it said yesterday. AFX reports from Brussels.

The proposal comes in a white paper on the better organisation of Europe's airspace which says costs of air traffic control have risen to 5.6 per cent of overall air service costs, from 3.8 per cent in 1986. Air traffic control delays were costing airlines in Europe an estimated Ecu1.5bn-Ecu2bn (\$1.9bn-\$2.5bn) a year, the Commission added.

The Commission said growth of the products was being jeopardised by piracy, with a booming market in unofficial decoders and smart cards that allowed individuals to gain access to services without paying a subscription or fee.

Aware of the problem, some member states have already adopted specific rules which outlaw the manufacture and distribution of such devices. Others are in the process of doing so while some have yet to take any action. The danger is that the laws do not provide equivalent levels of protection

and could therefore act as barriers to providers of cross-border services.

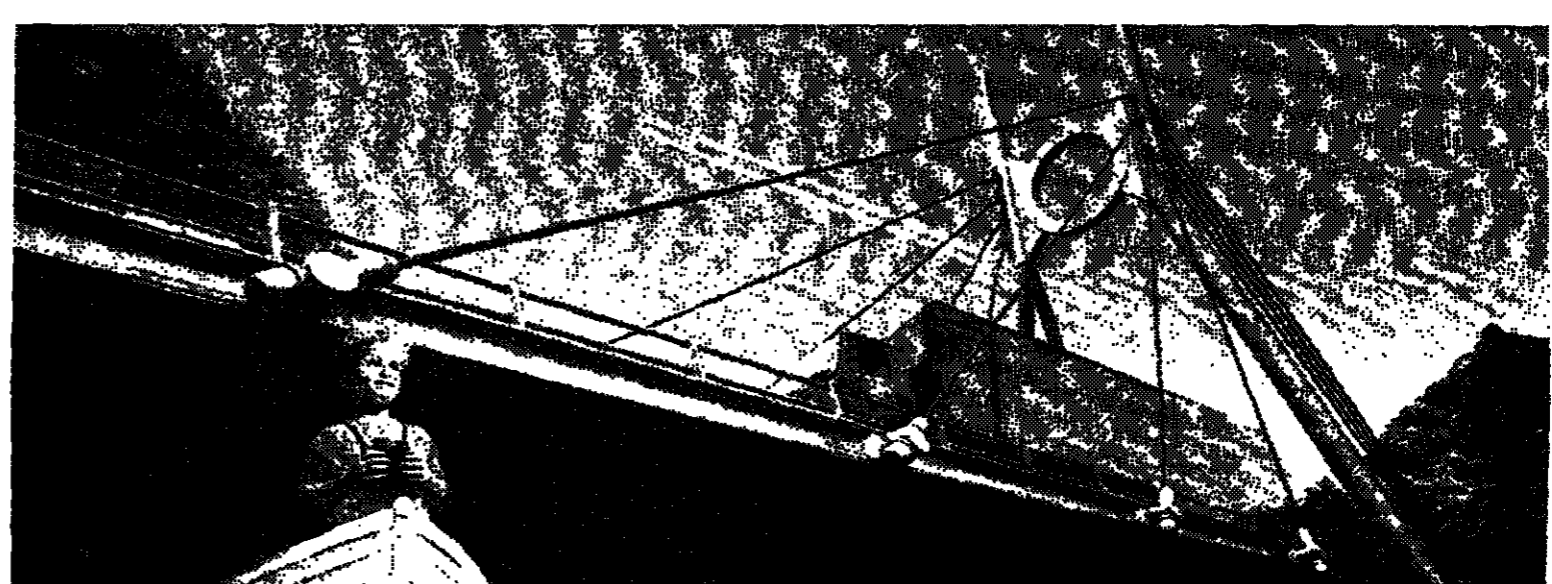
Separately, the International Communications Round Table, a coalition of telecom, software and communications companies, has written to the Commission urging it to act now to prevent further fragmentation of national laws in the field of information services.

"It is vitally important that European policy on the information society does not develop haphazardly," said the ICRT.

"The Internet cannot be regulated differently in Germany than it is in France, because it is the same internet," said Mr John Frank of Microsoft, a member of the ICRT.

Analysts yesterday said laws giving legal protection to encrypted services not only benefited industry, but also consumers by lowering prices. "Manufacturers would no longer be making losses on the pirate decoders and so could lower their prices," said Mr Edward Bilson, a consultant at J'Son & Partners, a Brussels-based consultancy.

The Commission hopes to complete its consultations by the end of May and to draw up proposals for legislation over the summer.



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NEWS: THE AMERICAS

# Dour Dole regains his slot as Republican top dog

## 'Comeback adult' is on course for the nomination

By Jurek Martin in Washington

Senator Bob Dole stands today, ahead of next week's Super Tuesday clench of Republican primaries, as the overwhelming favourite for the Republican party's presidential nomination - which is more or less where everyone thought he would be before the election season began.

But the route the Senate majority leader has taken back to this pinnacle has not been exactly predictable.

A wafery thin victory in the Iowa caucuses and losses in the New Hampshire, Delaware and Arizona primaries constituted no triumphal march to the honour of going against Mr Clinton in November.

Before his victory in South Carolina last Saturday Mr Dole appeared an uninspired and ageing candidate, struggling to articulate even a few of the themes and visions of the future that US parties expect of presidential nominees, and at which Mr Clinton is so adept.

Even Tuesday's clean sweep of eight states had its sobering side for Mr Dole. Only in Rhode Island, where his principal challengers, Mr Pat Buchanan and Mr Steve Forbes, were not on the ballot, did Mr

Dole score more than 60 per cent, then only in Maryland and Connecticut did he manage half the vote.

The consistent message of exit polls in all the states was of dissatisfaction among Republican voters with the quality of the field. In New England, in particular, too many for Mr Dole's comfort confessed they were thinking of supporting Mr Clinton in November. However, the new Republican heartland of the south was more reassuring.

Each of Mr Dole's Republican rivals enjoyed their brief days in the sun during the campaign. Mr Buchanan, certainly the most vivid and controversial campaigner, is not yet ready to call it quits. But he has again been shown, as in his 1992 run for the nomination, incapable of appealing to more than the 30 per cent of party members who are the most chronically angry and disaffected. The conservative pundit has a constituency among the religious right and the working class that Mr Dole cannot afford to lose in the general election. In the 1980s they were called Reagan Democrats and four years ago they found solace in the independent candidacy of Mr Ross

Perot, who is still chirping in the wings. Labelling Mr Buchanan an "extremist", as Mr Dole has done to some effect in the last week, does not endear the majority leader to these voters.

Mr Buchanan will demand to be heard at the Republican convention in August as his price for not quitting the party. The Republicans' Houston convention four years ago showed this to be a double-edged sword for the nominee.

Whatever else may be said of them, Mr Forbes, the millionaire publisher, and Mr Lamar Alexander, the former governor of Tennessee, tried to inject both ideas and a sense of optimism into the campaign, again in contrast to the conventionally dour Mr Dole. That has not proved enough for either.

Mr Forbes has probably exceeded general expectations of a complete political novice from a privileged background. He even improved as a campaigner among the religious right and the working class that Mr Dole cannot afford to lose in the general election. In the 1980s they were called Reagan Democrats and four years ago they found solace in the independent candidacy of Mr Ross

None of the candidates has so far succeeded in identifying an issue with appeal to the broader electorate. Mr Forbes gave the flat tax more public exposure than it has previously enjoyed. But he also exposed it to political ridicule by continuing to insist that mortgage interest tax deductions, that crutch of the property owning middle classes, must be jettisoned.

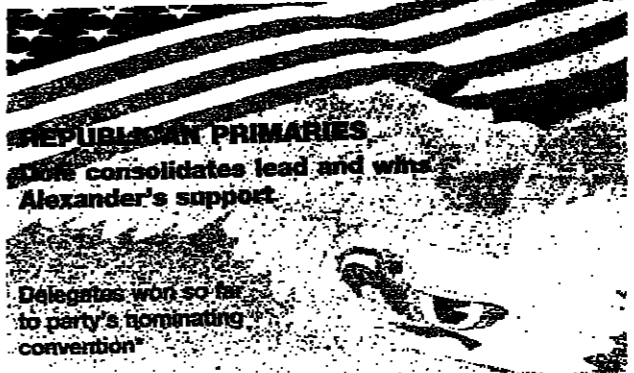
Mr Buchanan's moral absolutism, especially on abortion, still turns more people off than on. On Tuesday Mr Dole managed to split the religious right vote with Mr Buchanan, though partly as a result of his own more staunchly pro-life statements.

Mr Buchanan's populist economic melange of outright protectionism and attacks on US corporate greed have greater resonance. There is, however, more sympathy for Mr Buchanan's diagnosis of popular angst than for his prescriptions.

Mr Dole found his voice somewhat in the last 10 days only by returning to two familiar themes: the virtues of the balanced budget and the need for Republicans to focus on the imperative of throwing Mr Clinton out of the White House. He even managed to talk more about himself, his war record, his hard early life and the pride he takes in being a professional politician.

More will be heard of these themes as the primaries proceed along their allotted course, resuming in New York today. But it should not come as a total surprise if Mr Dole experiences some scares along this road, a lot which befall previous frontrunners such as Presidents Gerald Ford and Jimmy Carter.

But if his health holds up - he is 72 and his age is a constant issue with voters - Bob Dole, now the self-styled "comeback adult", ought to enjoy the weeks to come more than those before last Saturday in South Carolina. That is something for the man who could barely leave the ground in his previous attempts to win the nomination in 1980 and 1988.



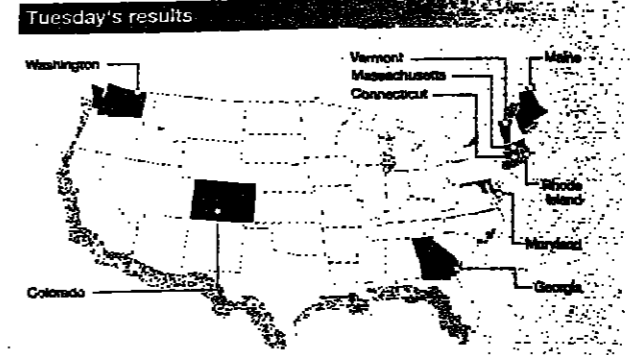
**Bob Dole: 276**  
"We will return conservative leadership to the White House and I will be proud to carry that banner"

**Steve Forbes: 89**  
"It's very exciting today to be able to announce that Jack Kemp is endorsing my candidacy for the presidency"

**Pat Buchanan: 63**  
"We're going to continue the battle for the heart and soul of the Republican party"

**Lamar Alexander: 11**  
"I am here today to endorse Senator Dole and offer him my full support"

*\*Totals include Tuesday's nominating caucus in Washington state*



- Coming up**
- Today 102 convention votes are being sought in New York primary
  - Tuesday 353 delegates are at stake in six states: Texas (122), Florida (98), Oklahoma (38), Tennessee (38), Mississippi (35), Oregon (25)
  - March/April/May State votes, caucus meetings and conventions continue until June 4
  - August Winning the nomination requires securing 996 delegate votes at the mid-August national convention
- Source: APF, Reuters



Pat Buchanan: controversial campaigner not ready to call it quits

# Brazilian senate to investigate banking system

By Angus Foster in Rio de Janeiro

Brazil's senate yesterday announced a full investigation into the country's banking system, in what could become a significant setback for the government of President Fernando Henrique Cardoso.

Mr Cardoso has been trying to block the investigation in case it interfered with economic reforms he is trying to steer through congress. However, an opposition senator, Mr Antonio Carlos Valadares, yesterday collected enough support for a formal senate investigation to be instituted

as soon as its members are chosen. Mr Valadares, a senator for the Brazilian Socialist party (PSB) from the northern state of Sergipe, said the investigation would bring to an end the "disgraceful frauds such as happened in the cases of the National and Economic Banks".

Both banks were taken over by the central bank last year amid liquidity problems and allegations of wrongdoing. Mr Gustavo Loyola, central bank president, told the senate Tuesday the central bank had made mistakes monitoring the case of Banco Nacional, where an accounting fraud

seems to have created fictitious loans and potential losses of several billion dollars in the last decade.

Mr Cardoso's supporters criticised the decision to set up the investigation, in case it destabilised confidence in Brazil's financial system and interfered with the government's social security and tax reforms in Congress. But Mr Valadares disagreed, and claimed: "What's destabilising the economy is the government's throwing money at broken banks".

The investigation has the power to call any witness it chooses and Mr Cardoso's opponents will try to use it

to undermine confidence in the government. A similar investigation in 1993 into the government's budget almost brought congressional business to a standstill.

Mr Cardoso will now try various procedural manoeuvres to try to stop the investigation being instituted, or to ensure its key members are loyal government supporters. However, support for an inquiry seems to be growing in the lower house of congress, suggesting the government will have difficulty stalling the process.

One of the first witnesses likely to be called is Mr Loyola. Government

members denied reports that the resignation of Mr Loyola, in office for less than a year, would be offered as a sacrifice to the opposition to stop the investigation continuing.

Mr Loyola, who is thought to be unhappy with his position and congress's continued attacks on the central bank, insisted during his testimony on Tuesday that the bank may have made mistakes but did not know about the alleged frauds at Nacional until the end of last year, several months after rumours of the bank's problems started to circulate.

Quality of assets in doubt, Page 18

# Pascal Fletcher and Stephen Fidler on likely consequences of the tightening of the Cuba embargo

## Move may not deter many foreign investors

A tightening of the US economic embargo on Cuba in retaliation for Havana's shooting down of two US civilian aircraft is likely to deter some potential foreign investors.

However, some foreign analysts believe prospects for investment on the island should not be seriously damaged if Cuba continues to reform its economy.

As part of Washington's response to the February 24 downing of the aircraft by Cuban MIG fighters, President Bill Clinton has said he will sign, probably next week, proposed legislation extending trade and investment sanctions against Cuba.

By expressing his readiness to endorse the proposed tougher legislation on Cuba, Mr Clinton effectively dropped his previous resistance to parts of the bill.

The Cuban Liberty and Solidarity Act, known as the Helms-Burton bill after its main Republican sponsors, threatens penalties against foreign companies and executives who "traffice" in property on the island appropriated from Americans, including Cuban exiles.

However, supporters of the bill have agreed to allow Mr Clinton to delay for six months implementation of the clause which threatens US lawsuits against companies or individuals who buy or lease expropriated former US property in Cuba.

If Mr Clinton does not exercise this right, the legislation threatens to bring about a number of high-profile US lawsuits.

For example, the Bacardi rum company may sue Pernod Ricard, the French liquor company which distributes Havana Club rum worldwide.

Bacardi says the rum is being made at its old distillery in Santiago de Cuba.

Other companies which are prominent investors on the island include BAT Industries, whose Brazilian affiliate Souza Cruz has a tobacco joint venture on the island; Sherritt International of Canada; the Anglo-Dutch group Unilever; the British agricultural group Zeneca; and Western Mining of Australia.

Some, such as Unilever, emphasise that their investment is using facilities built after the expropriations following the 1959 revolution and does not involve property owned by US citizens.

The uncertainty caused by the law may have as much impact as any lawsuits. But many investors in Cuba take a sanguine attitude.

"People don't see it as the end of the world," said Mr Peter Scott, chairman of Beta Gran Caribe, an investment company specialising in Cuba which includes shareholders from Europe and Canada.

Mr Antonio Briones Diaz, president of Spain's Tryp Hotels, which runs four state-owned hotels in Cuba,

including the former Havana Hilton, said he did not think his group's investments would be affected, but "time will tell". Tryp's future plans include a project for two joint venture hotels.

"For us it's business as usual," said Mr Patrice Merrin Best, vice-president for corporate affairs at Sherritt International, which has nickel mining and oil exploration interests in Cuba and is one of the most prominent investors there.

Cuban officials said that the US legislation would not only hurt the Cuban economy by slowing its recovery, but that it would also eliminate any immediate prospects of a normalisation of US-Cuban ties, which have been characterised by hostility over the last 36 years.

European analysts, asked about the likely impact of the bill, remained relatively upbeat about the long-term prospects for foreign investment on the island, and even about prospects for an eventual lifting of the embargo

in the next US presidency. "I think the Helms-Burton bill will put some people off but there is a hard core of serious interest that will remain," said Mr Steven Hawyard, a trader for the Emerging Markets Group of Standard Bank London.

"This incident is not seen as having a long-term impact on prospects... There are attractive investment opportunities in Cuba and I don't think the US can do much about that," said Mr Jerome Booth, head of emerging markets research at ANZ, International Merchant Banking, in London.

Investors who might be deterred by the tougher US legislation could include Canadian companies, particularly smaller ones, which were traditionally sensitive to US policy, and also large multinationals with extensive business interests in the US, analysts said.

Canadian companies can expect strong support from their government, which is leading international

opposition to the Helms-Burton legislation. The European Union and Mexico also strongly oppose it. Mr Art Eggleton, Canada's trade minister, told the US government it was overreacting to the aircraft incident and said the Cuba bill would create a "dangerous precedent".

Many analysts said that, given the strength of this opposition, the Helms-Burton legislation might be unenforceable and would be widely challenged in the courts. Lobbying by the US business community against the US embargo on Cuba was expected to continue.

Mr John S Kavulich, whose New York-based US-Cuba Trade and Economic Council has organised several fact-finding trips by US businessmen to Cuba, said that as long as the island continued to reform its economy, "the interest of the US business community will not change one iota".

Canada, Spain and Mexico have spearheaded the foreign investment drive in Cuba since 1990, following the collapse of Cuba's ties with the former Soviet Union. Cuban officials say total foreign investment commitments in tourism, mining, telecommunications and other areas now top \$2bn, but foreign analysts believe only about a quarter of this may have actually been disbursed.

Even in the eyes of countries which have no political objections to investing in Cuba, Havana's action in shooting down the aircraft will damage its recent efforts to present itself as a state which has finally shed its cold war identity and is intent on improving its international image.

"In the modern world, you do not expect to see sovereign states shoot down civilian aircraft just for entering their airspace," one European Cuba watcher said.

Editorial Comment, Page 13

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# Japan seeks greater forex stability with Asian loan plan

By William Dawkins in Tokyo and Lionel Barber

The Japanese government, the world's largest holder of foreign currency, is considering lending reserves to some neighbouring Asian countries to help combat foreign exchange instability.

The Bank of Japan, with encouragement from the finance ministry, is studying whether to join a series of bilateral securities repurchase accords made last November between the monetary authorities of Australia, Hong Kong, Indonesia, Malaysia and Thailand, senior officials say.

These so-called repo accords enable central banks to borrow foreign reserves from each other against collateral, in the form of US treasury bonds. The amounts are not large and the arrangements bring only a small technical advantage, since central banks can equally borrow from commercial banks.

Such accords are an example of the greater regional co-operation increasingly sought by central banks in Asia since early last year, when some of the region's currencies suffered speculative attacks.

During the same period the yen was pushed to a record high, almost causing

Japan's export-sensitive economy to fall back into recession.

The first opportunity for Japan to announce a decision would be when finance ministers of the 18 members of the Asia Pacific Economic Co-operation Council meet in Kyoto on March 16 and 17.

Mr Eisuke Sakakibara, director-general of the Japanese finance ministry's international finance bureau, confirmed Japan was "interested" in the Asian repo accords and that Apec finance ministers would discuss, in general terms, greater co-ordination between central banks with a view to reducing exchange rate instability.

The aim would be to avoid "unnecessary volatility" between the yen and dollar-linked Asian currencies, he added.

Such an agreement would also make it easier for Japan to assist any emerging Asia economy that might be hit by a Mexican-style currency crisis, added Mr CH Kwan, senior economist at Nomura Research Institute. He said it was likely Japan would join the repo accords.

The need to curb the gyrations of the yen has been a perennial headache for Japan. It grew acute last year when the dollar touched a record ¥137.75 to the US dollar in April, 25 per cent above its level

at the turn of the year. Since then it has slid to around ¥105.

Changes in the yen/dollar rate have also become a growing problem for Asian countries, which hold substantial loans from Japan in yen, repaid from assets held in dollars, an uncomfortable mismatch.

Closer co-ordination between Asian central banks had few advocates until last September, when Mr Bernie Fraser, Reserve Bank of Australia governor, called for a regional central bank forum, modelled on the Basel-based Bank for International Settlements, whose members include central banks of the Group of Ten

industrialised countries plus Switzerland. Japanese officials welcome the proposal for an Asian BIS, also likely to be discussed at the Kyoto meeting, but believe its formation is a long way off.

Another step is a deal by which Hong Kong and Singapore monetary authorities intervene in foreign exchange markets on the Bank of Japan's behalf, an extension of an existing arrangement with Australia.

● The lower house of Japan's parliament yesterday again postponed voting on the 1996 budget as the opposition refused to end a three day blockade of the budget committee chamber, Kyoto adds.

## Stronger HK growth forecast

By John Ridding in Hong Kong

Hong Kong's economy is expected to see stronger growth this year and will return to a budget surplus after the deficit recorded in 1995-96, Mr Donald Tsang, financial secretary, said yesterday.

Announcing his maiden budget, the last full-year budget to be presented before China resumes sovereignty of Hong Kong, Mr Tsang predicted real growth in gross domestic product of 5 per cent for 1996. A depressed retail and property market limited expansion to 4.6 per cent last year.

Mr Tsang predicted a surplus of HK\$1.6bn (\$134.4m) for the current financial year, against a deficit of HK\$2.5bn in fiscal 1995, the first for 13 years. He described the achievement of a balanced budget as one of his main priorities.

"It is a psychological matter. People are not used to deficits," he said. "So a balanced budget is conducive to a smooth transfer."

The robust state of Hong Kong's finances was illustrated by the colony's forecast fiscal reserves. At the end of March next year, three months ahead of the handover to China, these

reserves are expected to total HK\$150bn. By March 2000, total reserves are forecast to exceed HK\$365bn.

The financial secretary said Hong Kong was determined to defend its currency peg to the US dollar and would firmly resist any speculative attacks.

"We have the resources," he said, referring to foreign exchange reserves of US\$57.2bn (£38bn) at the end of last year, a rise of 12 per cent on the beginning of 1996.

Emphasising the rise of Hong Kong's service industries, Mr Tsang outlined a series of measures and proposals to strengthen the territory's competitive position.

These ranged from specific tax breaks concerning certain financial products to a broader drive to stimulate exports of services.

"The time has come to give the services sector the place it deserves in our economic policies," he said.

His fiscal stance remained cautious. Mr Tsang left the corporate profits tax rate and the salaries tax rate unchanged at 16.5 per cent and 15 per cent respectively. He proposed an increase in the basic tax allowance from HK\$79,000 to HK\$80,000.

## Regional rivalry finishes laissez faire

China's impending takeover looms over Hong Kong's budget. John Ridding reports

Mr Donald Tsang, Hong Kong's financial secretary, has a penchant for bright bow ties with his conservative suits. Similarly, his maiden budget was marked by a few eye-catching flourishes amid a framework of prudent fiscal policy.

The flourishes, which included specific supports for areas of the financial sector and broader backing for trade, services and high value-added manufacturing, were significant. They marked a recognition of the rapid shift in Hong Kong's economic structure to a mature services centre and an awareness of the rising competition from financial centres elsewhere in the region.

But the financial secretary was wrestling with a second concern: the need for stability before the transfer to Chinese sovereignty next year. The overall fiscal prudence, which will see a forecast surplus of HK\$1.6bn (£134.4m) this year, demonstrates a desire not to rock the boat ahead of the handover. It also shows a basic confidence in the state of Hong Kong's economy and its competitive prospects.

"We are not departing from non-intervention, but we are no longer laissez faire," said Mr Tsang, referring to his pro-



Donald Tsang adjusts his bow tie before yesterday's speech

posals. These include a commitment to strengthen Hong Kong's position in the export of services and to attract inward investment in service industries.

On financial services, he was

more specific. To stimulate the debt market, while improving the structure of banks' balance sheets, Mr Tsang outlined plans to create a Hong Kong mortgage corporation. The Federal National Mortgage

Association of the US has been retained to help in a study for the project.

In addition, interest income and trading profits derived from certain debt instruments, with a maturity of five years or more, will receive a tax break equivalent to half the normal profits tax rate. Mr Tsang also pledged to eliminate uncertainty in the tax regime for offshore funds.

The tone of the speech was looked beyond 1997 and recognised the future here is with services, "one trade executive said.

Mr KC Kwok, chief economist for north-east Asia at Standard Chartered Bank, believes the mortgage corporation could emerge as a significant financial institution in the region. He said the potential for securitising mortgage assets, representing more than 30 per cent of assets at some of Hong Kong's banks, could boost the bond market while reducing the existing imbalance between long-term assets and short-term deposits.

But for some, the steps did not go far enough. "The measures were pretty limited," said Mr Jefferson VanderWolk at Deloitte Touche Tohmatsu, the accountancy firm. He believes stronger tax

incentives are needed to fend off competition from regional rivals, notably Singapore, which last month unveiled a budget brimming with tax cuts to add to its existing fiscal incentives for business.

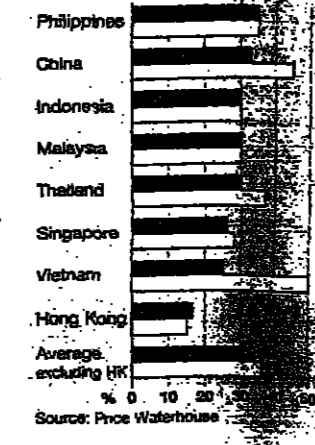
In Hong Kong, the rate of profits tax and salaries tax, accounting for about 40 per cent of revenues, was left unchanged.

Mr Tsang is facing criticism from other quarters. Increasingly vocal democratic politicians are pushing for extra spending on welfare and a stimulus to boost the lacklustre economy.

China, by contrast, is grumbling about the extra spending and claims that Hong Kong is spending too much from its kitty. The financial secretary has no qualms about the health of reserves that China will inherit and is relatively optimistic about economic prospects. In his view the downturn in the retail and property markets has stabilised; growth is forecast to pick up in the second half on stronger consumption and continued robust exports.

But it is not all plain sailing. Important questions remain: from whether the US continues to grant China Most Favoured Nation status, which will determine Hong Kong's trade

## Taxes: the region's rates compared



Source: Price Waterhouse

performance, to broader concerns about the transition process in the colony.

The expansion of the services sector, which accounts for more than 70 per cent of GDP, and the corresponding rise in people-based industries, leaves Hong Kong more exposed to a downturn in sentiment or shaken confidence.

Mr Tsang is optimistic the drafting of next year's budget, which will be discussed with his Chinese counterparts, can be achieved smoothly. But broader political issues relating to the transition are in other people's hands. It is those issues, more than Mr Tsang's budget, that will determine whether Hong Kong's economy keeps humming.

## China 'on track for growth and inflation goals'

China this week released a mass of economic data to its annual parliamentary session to support claims it is on track to achieve economic growth and inflation targets.

But despite optimistic forecasts, analysts foresee big challenges in restraining price rises to less than 10 per cent while maintaining growth at 8-10 per cent.

Political and economic pressures are building for a further easing of credit to loosening state enterprises, thus threatening monetary targets. Chinese policymakers also face the additional pressure over the next year of wanting the economy to perform strongly to herald the resumption of sovereignty over Hong Kong in mid-1997.

The fact that 1996 is the first year of the new Ninth Five Year plan is also likely to be weighing heavily with policymakers. The beginning of a five year plan tends to coincide with a surge of investment as new projects come on stream.

Mr Zhu Rongji, vice premier in charge of the economy, would be mindful that careful efforts to restrain credit expansion in order to bring inflation down while maintaining robust economic growth will be in for a buffeting. In fact, since last October the authorities have begun easing credit selectively, partly in response to pressures to assist state enterprises.

But Chinese policymakers are also responding to concerns that growth may slow too much. They are increasingly worried about unemployment which is rising rapidly in centres of heavy industry where loss-making state enterprises are concentrated. China admits to a unemployment rate of about 3 per cent among industrial workers, but the figure is probably closer to 10 per cent, and perhaps higher in the north-east.

"The Chinese don't have a good sense of how far to go with their tight money policy," said a western economist in Beijing. "They don't have a good grip on data of what's actually going on. They are at a difficult point in their anti-inflation fight."

Pressures from the ailing state sector appear to have persuaded the government to increase sharply this year the allocation of funds for capital spending, according to figures

supplied by Mr Chen Jinhua, minister in charge of the State Planning Commission.

Of the total allocation of ¥2,100bn (£265bn), ¥1,400bn will go to state enterprises, a 30 per cent increase over last year. "The figures seem to imply a steady flow of investment to a relatively non-productive sector," said the western economist. "This will make inflation a little more difficult to manage."

Pronouncements by Mr Chen and Premier Li Peng about China's plans for state enterprise reform stated over the problem of enterprise debt (a huge burden on the Chinese economy, and a drag on efforts to commercialise the banks).

Mr Wang Dayong, head of economic forecasting at the People's Bank, China's central

bank, said that while the macro-economic figures looked "good" with inflation down to an expected 10 per cent this year from more than 20 per cent in 1994, and growth at acceptable levels, this did not tell the whole story.

So-called "triangular debt", the inability of enterprises to pay each other for goods and services, increased by ¥170bn last year to ¥600bn, according to a survey of some 300,000 businesses across China. But the figure may well be closer to ¥1,000bn, since the survey was by no means exhaustive.

"The triangular debt problem affects every enterprise. It also affects the banks and the financial system," said Mr Wang. He attributed part of the problem to the lack of a strong legal framework which enabled

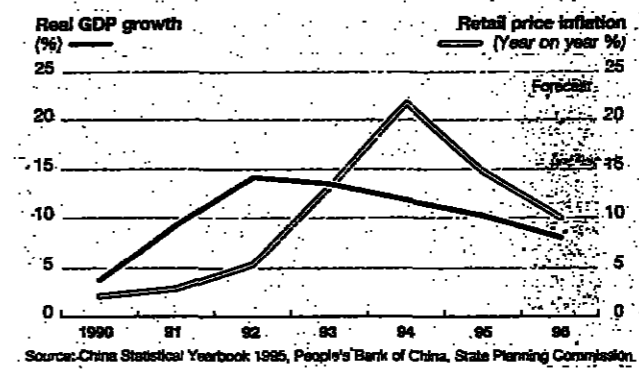
enterprises to avoid honouring obligations.

Mr Wang, in remarks candid for a People's Bank official, said the economy had contracted too quickly in the first half of last year, and this was a matter for concern. "The bank does not want the economy to slow too quickly," he said.

Chinese economists share these worries. Mr Fan Gang, secretary general of the China Economic Reform Foundation, a privately-funded "think tank", said the authorities had moved a "bit too late" to ease credit last October. He expects growth to slow to about 8 per cent in the first half of this year, and believes China can get away with growth of about 10 per cent without paying a high price in inflation.

Western economists tend to

## China's economy: optimistic forecasts



Source: China Statistical Yearbook 1995, People's Bank of China, State Planning Commission

agree with these assessments, although they note that credit targets for the year - the target for M2 growth is 25 per cent - don't give the impression that monetary policy is overly tight.

But they note that while the authorities talk about 8 per cent growth, they would really be quite happy with 10 per

cent. This might require further easing of credit around the middle of the year.

"They are concerned about inflation, but they are also worried about a slowdown in output," said one. "At the practical level they may have to show more flexibility."

Tony Walker

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**FINAL RESULTS - HIGHLIGHTS**  
Audited  
For the year ended 31st December 1995

	US\$ million	Change over comparable period in 1994
TURNOVER	US\$ 3,249.7 million	+38%
CONSOLIDATED PROFIT ATTRIBUTABLE TO ORDINARY SHAREHOLDERS EXCLUDING NET EXCEPTIONAL ITEMS	US\$ 152.5 million	+39%
CONSOLIDATED PROFIT ATTRIBUTABLE TO ORDINARY SHAREHOLDERS	US\$ 257.0 million	+97%
EARNINGS PER SHARE		
BASIC EXCLUDING NET EXCEPTIONAL ITEMS	US 7.42 cents	+25%
FULLY DILUTED EXCLUDING NET EXCEPTIONAL ITEMS	US 7.06 cents	+31%
BASIC	US 12.50 cents	+77%
FULLY DILUTED	US 11.78 cents	+85%
TOTAL DIVIDEND PER ORDINARY SHARE	US 2.24 cents	+25%

**Managing Director's remarks:**  
"1995 was a landmark year for the Company: our recurrent earnings and exceptional gains were both at their historic highs. Equally, our balance sheet has been greatly strengthened. Our expanding marketing and distribution businesses and rapidly increasing profitability in our Asian telecommunications enterprises should underpin strong recurring profit prospects. From this vantage point, we believe that the new investments made in the Fort Bonifacio real estate project in the Philippines, in telecommunications projects in India, and Hagemeyer's merger with Borussia Wehry have created a new dimension for the long-term growth prospects for the Company. In the immediate term, I expect 1996 will be another excellent year for the Company."

Manuel V. Pangilinan  
Managing Director  
4th March, 1996

## Flotilla to sail into area of Chinese missile tests

### Taiwan plans sea protest

By Peter Montagnon and Laura Tyson in Taipei

Taiwan's leading opposition party is planning a Greenpeace-style protest against Chinese missile tests by sailing boats into the earmarked sites in an attempt to disrupt the exercises.

Mr Chiou I-jen, Democratic Progressive party secretary-general, said Mr Peng Ming-min and Mr Frank Hsieh, the party's candidates for president and vice-president in elections later this month, were likely to join senior party figures on board the boats.

Politicians from other parties would also be invited, but the project depended on finding pilots and crew willing to take the risk; the protest might last only for a day in each of the

two sites near the busy ports of Kaohsiung and Keelung.

"Under threat of invasion, we should not pass any message to encourage the hardliners in Beijing. We must stand firm," Mr Chiou said.

The party would call for an immediate military response if, as some in Taipei fear, China decided to step up pressure further by seizing an uninhabited island under Taiwanese control. "It would be a declaration of war and we should counter-attack. If we could tolerate that, Taiwan doesn't have any hope for sovereignty at all."

The stock market fell a further 1.3 per cent yesterday as traders remained nervous because of the tests. Brokers said it was 2 per cent down at one stage and recovered only because of support buying

under the government's stabilisation programme.

Taiwanese are concerned the trajectory of the missiles headed for the Keelung site may take them over the northern part of the island of Taiwan. This would be "reckless in the extreme," one defence analyst said. Even though the missiles were to be unarmed, it increased the risk of an accident.

Mr Chiou said he expected the tests, due to run for a week from tomorrow, would enhance electoral support for President Lee Teng-hui. This was because many of the 40 per cent of undecided voters believe he has the strength to stand up to China and some consider he secretly supports independence, despite assertions to the contrary.

## UN to end Vietnam asylum plan

### UN to end Vietnam asylum plan

By Frances Williams in Geneva

The United Nations refugee agency yesterday confirmed its programme for more than 16,500 rejected Vietnamese asylum-seekers in south-east Asia will end on June 30. After that date, they risk deportation by the governments concerned.

Though no deadline has been set for the nearly 20,000 rejected asylum-seekers in Hong Kong, China has said it does not want any to remain when it repossesses the colony on July 1, 1997.

Mr Alexander Casella, Asia director for the UN High Commissioner for Refugees, said in Geneva yesterday that non-refugees had no alternative but to return to Vietnam.

"There will be no resettlement and no rescinding," he told a news conference after the final meeting of the inter-governmental steering committee set up in 1989 to oversee the plan of action for Indochinese refugees.

US officials told the meeting the government planned to expand an existing programme for resettlement of returnees "who may be of special humanitarian interest" to the US.

More than 77,000 non-refugees have already returned voluntarily to Vietnam, where their safety and that of other returnees will continue to be monitored by the UNHCR.

Another 74,000 recognised refugees who fled Vietnam and Laos have been resettled in third countries, while over half a million people have left Vietnam legally under orderly departure programmes.

## Howard's team in pay clash

By Nikki Tait in Sydney

Australia's newly elected Liberal-National coalition government, which has yet to be sworn in, was yesterday already at loggerheads with one of the country's more powerful unions over wage increases.

The Australian Metal Workers Union has indicated it will push for a 15 per cent pay rise over two years for workers who are covered by decentralised "enterprise agreements" when these come up for renewal.

It said the claim has been increased because the wages accord which used to exist between the former Labor gov-

ernment and the unions no longer applies.

The accord, under which unions promised a degree of wage restraint in return for the government furthering certain social objectives, included provisions for specific "safety net" wages increases.

Yesterday, Mr Peter Reith, the coalition's spokesman on industrial relations, claimed the push was unjustified because the coalition was committed to safety net wage increases for those on lower wages. "We are committed to the continuing jurisdiction of the Industrial Relations Commission to grant safety net wage increases for the low-paid," he said.

He also suggested that elements within the union movement had differing views on how to deal with the new government.

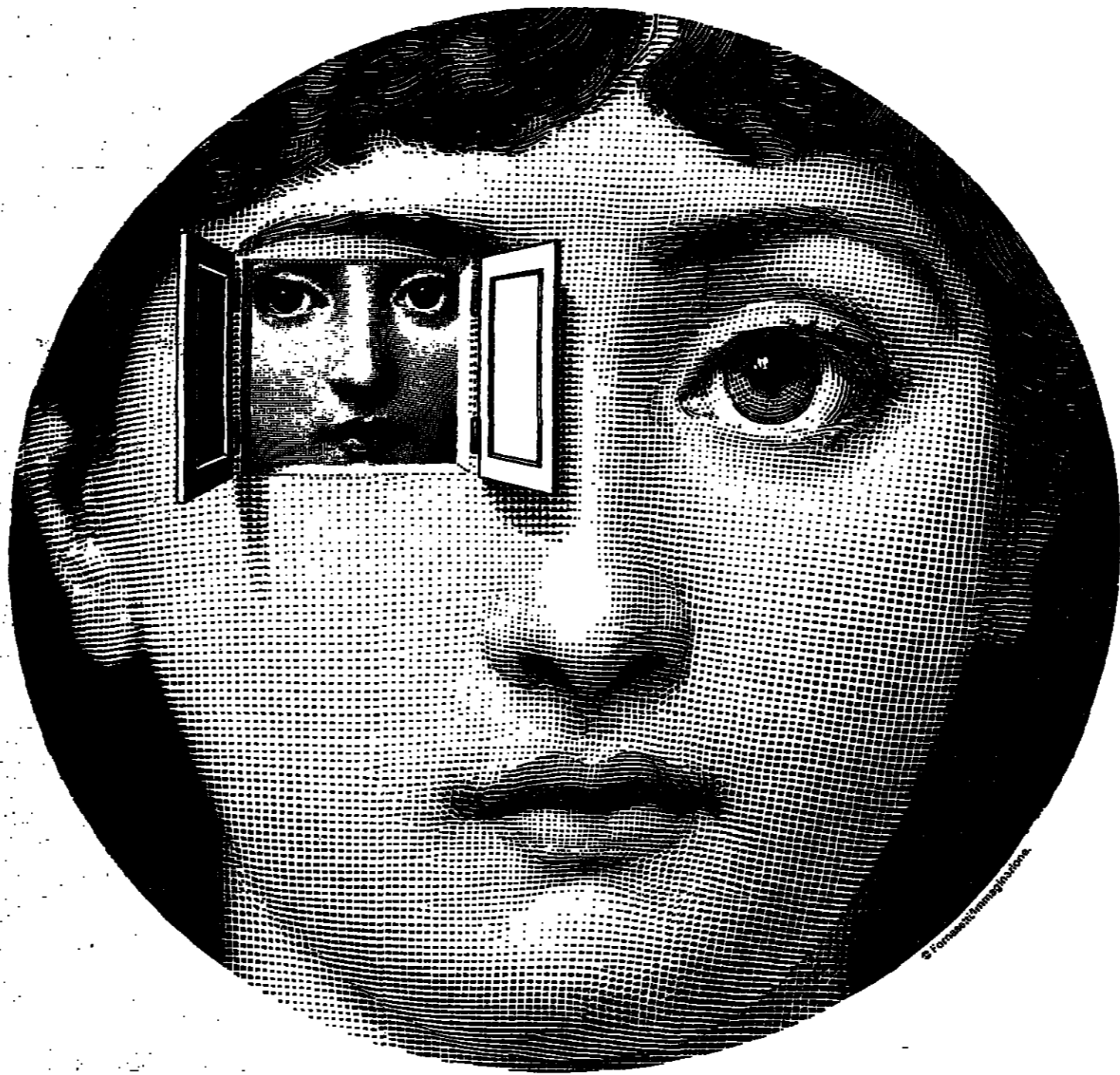
The executives of the Australian Council of Trade Unions is due to meet next week to consider the issue.

Liberal MPs held their first party meeting since the election. Mr John Howard, prime minister-elect, again warned against complacency arising from the large majority the coalition won last Saturday.

"We ought to remember the Australian people can cut us down just as brutally as they cut the present government down if we don't deliver good government," he said.



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## US report assails China on human rights

By Patti Waldmeir in Washington

A US State Department report published yesterday suggests that US policy toward China has failed to bring about improvements in the country's human rights record.

The report, which covers every country outside the US and is published annually, criticised a number of governments for maintaining "familiar patterns" of human rights abuses last year. It also noted progress last year towards resolving some of the crises, including Bosnia.

Yesterday's report, for 1995, concluded that widespread abuse of human rights continued unabated in many countries. "The pages of this volume document innumerable instances of extra-judicial killings, disappearances, torture, arbitrary detention and denial of fair trial in all parts of the world," it said.

Some of its harshest language was reserved for China, whose government had stepped up repression of dissent in 1995.

"By year's end, almost all public dissent against the central authorities was silenced by intimidation, exile or prison terms or administrative detention," China continued to commit "widespread and well documented human rights abuses, in violation of internationally accepted norms," the report said.

The report made clear that US policy toward China, which relies on economic growth and trade to bring greater freedom for the Chinese people, had not worked. Despite economic reforms, Beijing continued to disregard basic human rights.

"The experience of China in the past few years demonstrates that while economic growth, trade and social mobility create an improved standard of living, they cannot by themselves bring about greater respect for human rights in the absence of a willingness by political authorities to abide by the fundamental international norms," the report said.

Use of satellites, telephones, faxes and the Internet had created a more open society in China, but government restrictions on Internet access were threatening this trend.

Until 1994, US trade with China was directly linked to Beijing's human rights record, but President Bill Clinton dropped the linkage, arguing that expanded trade would open China to western influences and improve human and political rights.

Russia was also criticised. The report cited "continued and widespread use of Russian military forces against civilians in Chechnya... and the continued violation of rights and liberties by security forces".

Cuba's human rights record was described as "deplorable", while Nigeria's government "continues ruthlessly to repress dissent", the report said.

Turkey was also cited for "serious" abuses, including restrictions on freedom of expression and excessive use of force against Kurdish civilians. Egypt was singled out for its campaign against Islamic extremists and Mexico criticised for extra-judicial killings by police and illegal arrests. Saudi Arabia, Colombia, Indonesia, Guatemala, Burma and North Korea were also censured.

# Egyptians get serious about economic reform

The land of the Pharaohs is out to persuade foreign investors that it is an emerging market to watch

Egyptians like to boast about their long and rich history. Ministers often start speeches with a nostalgic reference to ancient Egypt as a "cradle of civilisation". Business leaders never tire of talking passionately about the country's human resources. "Don't forget we built the pyramids," remains a long exhausted refrain.

As Egyptian business leaders and government officials gather today in New York for a two-day conference - co-hosted by merchant bankers Goldman Sachs and the American/Egyptian chamber of commerce - to persuade hard-nosed US fund managers, investment bankers and company directors that the land of the Pharaohs is an emerging market to watch, there will be the usual platitudes about the country's ancient history.

Nevertheless the Egyptian delegation will be expected to get across a new spirit of determination to tackle Egypt's economic problems which has been created and so far sustained by the appointment of Mr Kamal el-Ganzouri as prime minister in January.

"We are very proud of our history but this is no longer enough," said Ms Nawal el-Fat-tawi, the new minister for

economy. "We have to look seriously at where we are now and remove the impediments to real and sustainable growth... we don't have any more time to lose."

Egypt is not an easy sell. Despite a successful programme of financial stabilisation since economic reforms began in 1991, backed by the International Monetary Fund, World Bank and western donor countries, the country still faces the Herculean task of slimming down its bloated public sector and encouraging private sector development.

Behind the need for deep structural reforms are Egypt's chronic social problems of unemployment - which unofficial estimates put at 20 per cent - and the alarmingly skewed pattern of income distribution which leaves about 6% of the 60m people with an income of less than \$1 a day.

The government has set itself an ambitious annual growth target of more than 7 per cent. But as a World Bank study of private sector development in Egypt shows, this will need much more than a few big corporations putting Egypt on their reading list. Private investment would have to more than double in real terms between now and the year

2,000 just to sustain a 3.5 per cent a year growth rate.

Mr Ganzouri's first moves were a series of small confidence boosters aimed at encouraging the private sector that the new government is serious about economic reform. Customs duties on capital goods were reduced and investment regulations and procedures were dramatically simplified. A long-awaited lifting

of rent controls on new tenancy agreements was rushed through parliament and public sector banks were told to start selling holdings in joint-venture banks.

At the same time, some of Egypt's more entrenched impediments have also begun to be examined more seriously than before. Mr Mohi el-Din al-Ghareib, the new minister of finance, caused a stir a few

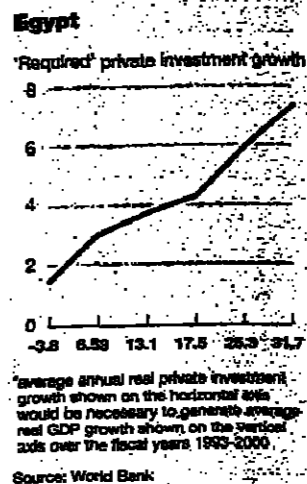
months ago when he admitted publicly that Egypt's tax collectors often came to arbitrary decisions on how much private sector businesses owed the Treasury. He said a reduction in the high levels of taxes on the private sector could only be achieved by overhauling the taxation system and stamping out tax evasion.

Just as surprising was the long-awaited release last

trigger the release of the much-delayed third and final tranche of debt relief by Paris Club creditors, currently valued at about \$4bn.

With an IMF team due to arrive in Cairo on Saturday to lay the groundwork for the talks, both sides are optimistic that they can put behind them the past 18 months of reform and a high-level public spat over Egypt's exchange rate policy.

In October, Mr Stanley Fischer, deputy managing director of the IMF, went out of his way to defuse the exchange rate row by saying he saw no danger signs of an overvalued currency on the horizon. In doing so, he overruled the most recent staff report which called for a 25-30 per cent devaluation of the Egyptian pound to compensate for an accumulated inflation differential with Egypt's main trading partners. Egyptian officials expect the exchange rate question to be put on the back-burner - with foreign exchange reserves at around \$18bn and inflation in single digits, most economists think the government can afford to defend its exchange rate policies even though the low level of exports will remain an issue.



In return, however, the IMF is expected to be particularly demanding with its targets for privatisation, trade liberalisation and the investment environment. "If 1996 is going to be the year that Egypt is put back on the international map of investment destinations, then the government will have to prove not just to the IMF, but to the world's investment community that structural reforms will be tackled properly once and for all," says one western economist. "All indications so far are that they are serious about this."

James Whittington



An Israeli soldier stands guard in Hebron yesterday where some 400 Jews live amid the city's 100,000 Palestinian population

## Clampdown as Clinton considers backing Middle East summit

# Israeli and Palestinian security forces hit Hamas strongholds

By Julian Ozanne in Jerusalem

Palestinian and Israeli security forces struck at the Hamas Islamic movement yesterday, making arrests and raiding strongholds of the extremist group responsible for a spate of recent suicide bombings which have threatened Middle East peace.

The clampdown came as the White House said US President Bill Clinton was considering backing a summit of Middle East leaders to co-ordinate a regional and international response to terrorism.

In Gaza, Mr Yassir Arafat, president of the Palestinian Authority, who is under intense pressure from Israel and the US to end the attacks, sent troops on a dawn raid of the Islamic University, a bastion of Hamas.

Some 200 Palestinian police searched the campus for weapons and wanted Hamas activ-

ists, later announcing they had found home-made explosives and made three arrests. Police also arrested scores of Hamas activists in overnight raids on homes and mosques, bringing the number of Islamists held by Palestinian security forces to about 400.

In Jericho a Palestinian court jailed for life a Palestinian man who confessed that he had recruited three suicide bombers for Hamas.

Israel also hit Islamic institutions in the West Bank yesterday, sealing a college in Hebron, arresting over 100 suspects and ordering closure of at least four other institutions in Hebron and East Jerusalem. Army officials said they confiscated documents linking Hamas to "foreign donor and fund-raising groups in Britain, Germany, the US and France".

An army officer said groups were ostensibly welfare charities but money from the for-



Benjamin Ben-Eliezer, Israeli housing minister: "We intend to hit all Hamas leaders"

eign organisations supported Hamas' military wing.

Israel also said it had arrested an Arab citizen of Israel, suspected of having smuggled into Tel Aviv from Gaza the suicide bomber responsible for Monday's

attack which killed 13 people.

"We intend to hit all the leaders of Hamas," said Mr Benjamin Ben-Eliezer, Israel's housing minister.

In France, the Iranian and Libyan envoys were summoned for a protest over their alleged support for bomb attacks in Israel. But Iran dismissed Israeli and US allegations that it was involved in the bombings and challenged Israel to provide evidence.

Shares on the Tel Aviv stock exchange defied widespread fears of a panic sell-off when the market reopened yesterday after a one-day holiday. The Mishkanim index of top 100 blue chip stocks closed moderately down losing 2.65 points, or 1.27 per cent, to close at 206.6 on an all share turnover of Shk\$4m (£17.7m). But part of the drop reflected a fall of 7.35 per cent in shares of Agan Chemicals after it announced disappointing results.

## Shipment of nuclear waste to be reviewed

By Charles Batchelor, Transport Correspondent

Proposals to impose stricter controls on the shipment of irradiated nuclear waste are to be reviewed by teams of maritime experts following a three-day conference in London organised by the International Maritime Organisation.

Some countries are keen to exclude nuclear waste shipments from their waters, but this would contravene the generally accepted principle of freedom of the seas.

Other nations want a voluntary code of practice for the safe shipment of waste to be made mandatory. However, this would involve long discussions within the IMO and is opposed by some.

The UK, France and Japan, the three countries most closely involved in the shipment of nuclear waste, are anxious to maintain flexibility in moving materials. They are understood to have devoted considerable efforts towards persuading states opposed to the shipments that existing precautions are adequate.

Delegates to the London conference were shown over the Pacific Sandpiper, a ship operated by British Nuclear Fuels, which is designed to move nuclear waste.

An IMO spokesman said the conference was not intended to make recommendations but that it had "cleared the air". Further talks will continue within the organisation's specialist marine safety and legal committees.

Reuter adds from Vienna: The US will not attempt to veto new global standards for transporting radioactive materials by air even though it considers them too lax, a US official said.

The tougher safety standards agreed by a UN nuclear committee last week were well below US requirements, but still represented a big step forward, the official said. Opponents of the new criteria complain they offer no protection in a crash.

## INTERNATIONAL NEWS DIGEST

# Mining ban at hippo sanctuary

The South African government yesterday refused permission for mining to be carried out on the eastern shore of Lake St Lucia in northern KwaZulu-Natal, ending an intense and sometimes bitter six-year struggle by environmental groups to prevent exploitation of the area.

The application had been made by Richards Bay Minerals, a company jointly owned by Gencor and RTZ, which has been mining titanium from nearby sand dunes since 1978. The contested area is claimed by environmentalists to be one of the world's richest breeding grounds for birds, and home to the largest number of hippopotamuses in southern Africa.

The cabinet decided that mining and the development of the area for tourism were not compatible, but existing mining operations would be allowed to continue.

A ministerial team will be appointed to devise a long-term strategy for the area; an immediate application is to be made for St Lucia to be registered as a world heritage site.

## Mandela passes health tests

Doctors yesterday pronounced South African President Nelson Mandela in excellent health and said he would be discharged one day earlier than expected from the clinic where he was undergoing tests.

Mr Mandela checked into the clinic for a battery of tests to end financial market speculation his health was deteriorating which had battered the rand.

"His heart condition is satisfactory - there is absolutely no evidence of coronary artery disease. The condition of his lungs is equally excellent. There is no evidence whatsoever of cancer of the prostate," his doctors said. Tests included X-rays, lung function and electro-cardiogram studies and urine and blood tests.

"It will take another three days to analyse all the test results - at which point, with the president's permission, the results will be given to the media," the doctors said.

Dealers at the Johannesburg Stock Exchange said bonds gained in the morning on the news. The market drifted later on other factors.

Financial analysts say there had been concern among foreign investors about rumours of Mr Mandela's health. They were worried whoever succeeds Mr Mandela might not hold to present policies on fiscal discipline, protection of private property and markets.

Mr Mandela's most serious health problems came towards the end of his 27 years in apartheid-ruled South Africa's prisons, when he had his prostate gland removed and was treated for tuberculosis.

## Senator opposes Iran study

The head of the US Senate banking committee has urged President Bill Clinton and Mr Boutros Boutros Ghali, United Nations secretary-general, to thwart a UN feasibility study of an international gas pipeline that would cross Iran.

In separate letters on Tuesday, Senator Alfonse D'Amato, a New York Republican, told them: "I urge you in the strongest terms to seek an immediate halt to this or any other deal that would subsidise Iranian aggression."

"Terrorism is Iran's weapon of choice and we cannot allow the UN to contribute to its funding."

At issue is a UN-backed study of the feasibility of building a gas trunkline loop through Iran to facilitate natural gas supplies to Europe and East Asia.

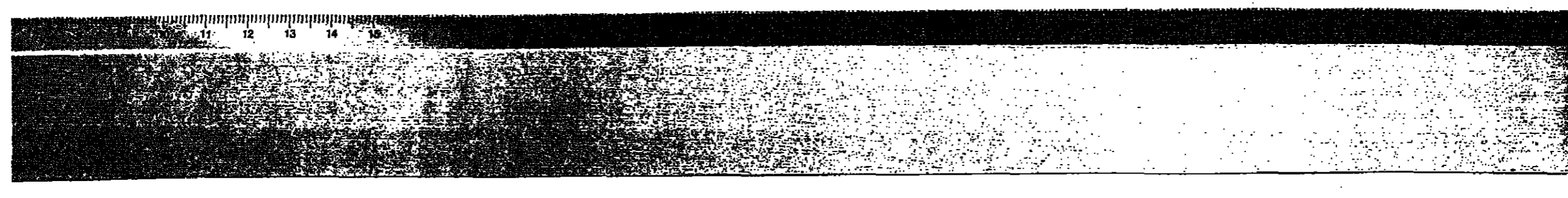
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TECHNOLOGY

Worth Watching - Vanessa Houlder



Weeds' gain from genetic engineering

Genetic engineering has impressive potential for producing higher yielding and more robust crops...

House-hunting at a glance

A UK estate agency chain has introduced a computerised viewing system to help potential buyers sift through the houses on their books...

Quick route to land mines detection

The United Nations estimates that there are 100m land mines buried in 64 countries around the world...

amounts of data generated. Now the US Army Research Laboratory and Mercury Computer Systems in Massachusetts have speeded up the process using technology that allows the quick transfer of data to computers for storage and analysis...

Ink-jet printer clears up a problem

Printing large high-quality text, graphics or readable barcodes on packaging is notoriously difficult, writes Paul Taylor. As a result, many manufacturers have resorted to using labels...

Now, however, Mark-O-Print, a UK-based company, has developed a specialist non-contact ink jet printer which, it claims, can be used to print on cartons with a herbicide-resistant clarity...

Gene therapy for Hurler's syndrome

Gene therapy is showing promise as a possible treatment for Hurler's Syndrome, a rare fatal disease that stems from a metabolic enzyme deficiency. Researchers at the Paterson Institute, the research arm of Manchester's Christie Hospital...

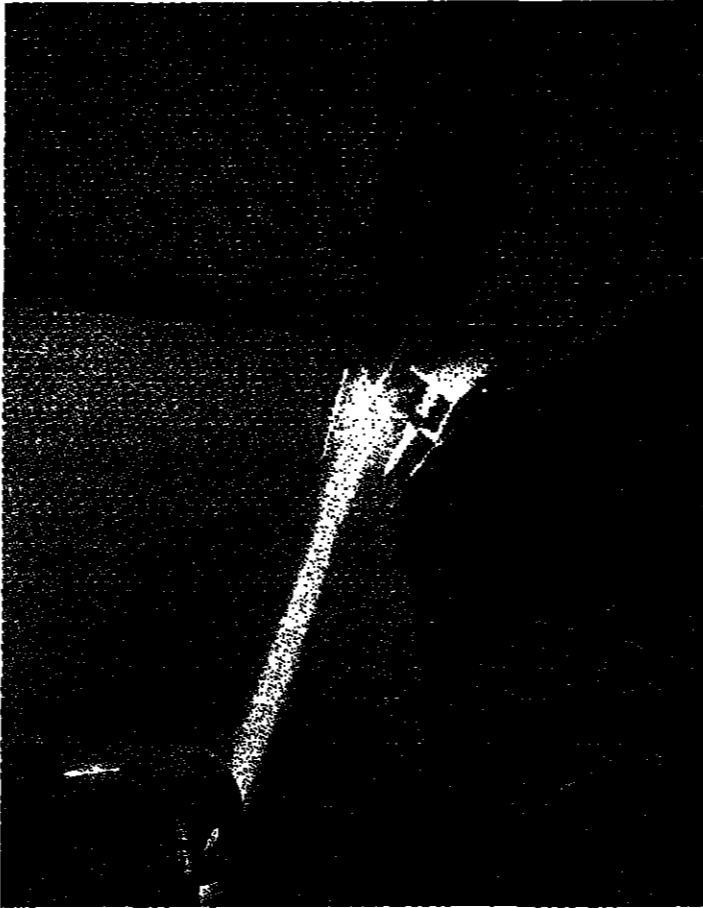
Driven by the demands of the aerospace and semiconductor industries, materials scientists have developed many advanced technologies to coat and modify metal surfaces...

Yet the spin-offs from this research have struggled to find a wider market, and many potential customers remain suspicious of the "white coat" image of the more exotic surface treatment methods...

Plasma spraying and ion implantation are two such technologies that, in certain applications, can outperform more established methods of improving metal surfaces...

Despite their apparent advantages, industrial use of these high-tech methods is limited. The European market for ion implantation treatment was worth just Ec3.5m (£2.75m) in 1994...

Ion implantation occupies a rather small niche, but it is growing, says Niels Mikkelson, head of ion implantation at the Danish Technological Institute. By bombarding the surface of a metal part with charged atoms (ions) of substances such as chromium or nitrogen...



Down to earth: plasma spraying at Inasmet's technology centre in northern Spain

Surface attentions

Two promising treatments for metal are trying to throw off their 'rocket scientist' image, says Geoff Nairn

Specialist centres such as Inasmet, the Danish institute and in the UK, the Harwell spin-off AEA Industrial Technology, offer ion implantation on a contract basis...

Industry of the benefits, says Ignacio Oriate, director of Inasmet's surface treatment department. Danish toy maker Lego Systems is one convert to ion implantation...

concentrations of chromium ions are implanted by the institute in the surface of the steel inserts to increase their corrosion resistance...

As well as moulds and dies, ion implantation can be used to treat precision tools, blades, nozzles and bearings. In Japan, the technology is used to improve the corrosion resistance of electric shaver foils...

Plasma spraying was developed in the 1960s to protect expensive jet turbine parts from heat and wear. But a downturn in aircraft orders has forced plasma spraying companies to seek new markets...

Other uses include thermal barrier coatings for engine piston crowns and gas turbine components, laser-engravable coatings for printing-press cylinders...

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Other uses include thermal barrier coatings for engine piston crowns and gas turbine components, laser-engravable coatings for printing-press cylinders...

Culture of change

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ARTS GUIDE. A detailed vertical advertisement for arts-related services and events.

Cinema/Nigel Andrews

Culture out of chaos

- UNDERGROUND Emir Kusturica
RESTORATION Michael Hoffman
LA CEREMONIE Claude Chabrol

Film directors are often compared with traffic policemen. But directing large-scale historical movies is like performing point duty in a city centre during an evacuation. How do you control the flow? Whom do you tell to go where? And how do you avoid being run over in the stampede?

giddily in the breeze. Inter alia, we witness the fraudulent deaths and rebirths of our two heroes; discover a network of tunnels leading to all the European capitals; and crash into 1990s Bosnia where the film finally parts company with naturalism as clinching as the grassy promontory that breaks free from its bank in the last scene, during an of fresco party, and floats down river. (Did I imagine or was the promontory in the exact shape of ex-Yugoslavia?)

The film is long, inventive and exhausting. No one grows old, except possibly the audience. A Kusturica with even less regard for attention spans than for realism allows favoured set-pieces - notably a riotous, drunken wedding party in the cellar - to drag on beyond expiry point.

At other times the fantastical visual shorthand has one pining for a structure that would do it better justice. Kusturica can felicitously blend fiction with fact (a Forrest Gump-style shot in which Marko embraces Tito). He can make sardonic echoes between image and image, as when a baby is delivered by the light of a lamp powered by a man pedalling a bicycle, in a scene whose cartoonish whimsy is counterpointed by a later, nastier electrical jeu d'esprit in which a torture victim's hair stands on end. And has any movie sequence better captured the nightmarish slapstick of a war's first eruption than Kusturica's prologue?

Escaping their cages, tigers, horses and elephants romp through town, a new citizenry parodying the behaviour of the old. The elephant ruminatively steals a pair of shoes from a window ledge; the tiger amorously necks with a goose. For most beings on this earth, suggests Underground, war may be hell. For just a few, including profiteers and pachyderms (and even picture-makers), it may be a perverse kind of heaven.



Flights of fancy: Milena Pavlovic in Emir Kusturica's award-winning 'Underground'

director Michael Hoffman and his team could have been less spendthrift in adapting this particular blockbuster. Our young physician hero (Robert Downey Jr) charges through late 17th-century England experiencing everything that money can buy and movies can dramatise. He whistles and wassails with Charles II (Sam Neill); develops a fancy for the King's mistress (Folly Walker); is thrown out of court; takes up with Quakers (led by David Thewlis); then falls in love with a victimised, mentally challenged Cornish maid (Meg Ryan), who is a sure bet for a poignant death scene. Finally, since there is still film in the camera and scenery on the backlot, our hero must battle the great fire of London.

I was reminded of those cut-out toy peepshows one enjoyed as a child, in which one gaudy make-believe vista led through to another, at least until the dog entered the room and crushed the whole thing with a simple paw. Restoration is at once agreeably decorative and utterly flimsy, one of those films measured not so much by what they achieve as what they get away with.

It gets away, most surprisingly, with its mixed-pedigree casting. Hollywood's Downey and Ryan speak perfect English. New Zealand's Sam Neill likewise. The vocal misfit is Hugh Grant. Turning up for five minutes as a painter, he gibbers in that unmistakable style that could only come from the age of mobile phones and unreconstructed yuppieism.

Claude Chabrol's La Ceremonie is the most sumptuously bleak treatment of the servant problem since Gene's The Maids. Though drawn from a more catchpenny source - Ruth Rendell's murder novel A Judgment In Stone - its picture of two sisters in crime (Sandrine Bonnaire, Isabelle Huppert) destroying a bourgeois family is in the great tradition of French nihilism.

Musical 'Tommy' rocks back

Pete Townshend's rock opera Tommy has taken a quarter of a century to reach the London stage in its definitive version. The word 'spectacular' fails to do it justice. Townshend and director Des McAnuff have fiddled about with the lyrics and storyline familiar to some from the 1969 album and Ken Russell's 1975 film. Captain Walker is now murderer rather than victim and Tommy's later messiah-hood is shot through with bitter cynicism. Most puzzlingly, it is deemed acceptable to portray sexual and violent abuse, mob brutality and even murder, but drugs get scarcely a look-in. It is impossible to tell on the strength of Nicola Hughes's admittedly electrifying portrayal why the Acid Queen is so called.

But the basics remain. Young Tommy, on witnessing a murder in the family, becomes deaf, dumb and blind, finding solace only in his reflection/alter ego in the mirror and, later, his astounding talent for pinball. Following his spontaneous cure, he becomes an exemplar of sorts, but in this version, after a period of sinister basking in his new status, he rejects the adulation in favour of the redemptive power of normality. Steve Margoshes's orchestrations make a few concessions towards the mainstream musical market, but the score remains identifiably rock rather than diluted pop. Indeed, at one or two points Colin Welford and his ensemble produce the finest arrangements I have ever heard of given numbers.

Trevor Nunn: the shock of the old



Trevor Nunn is to be the next director of the Royal National Theatre. He will take over from Richard Eyre in the autumn of 1997. "The challenge is immense and thrilling" said Nunn yesterday. "I will be taking the organisation out of the 20th and into the 21st century at a time when the mood of theatre should be celebratory and large projects are possible."

Nunn, 56, has a five year exclusive contract, leaving him with just a few days each year to keep an eye on the projects that have made him a multi-millionaire, his productions of successful mega-musicals like Cats, Starlight Express, and Sunset Boulevard.

Securing Nunn is something of a coup for the National. His name was not among those tipped as likely candidates for the job, which centred on a younger generation, notably Sam Mendes, the Donmar and Stephen Daldry at the Royal Court, both in their 30s.

musicals. Apart from the very remunerative Lloyd Webber musicals, there have been acclaimed successes, like Porgy and Bess and Cost of Living at Glyndebourne, and Antony and Cleopatra and Othello for television. He has just completed a movie version of Twelfth Night.

The real star of the show, however, is the design. The scenery ranges from Gilbert-and-George-style projected backdrops to a whirling wall-of-death pinball machine. Curtains of white and coloured lighting combine with (thankfully underused) banks of video screens.

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COMMENT & ANALYSIS



Peter Martin

No more cosy backyards

The pervasive European attitude that local companies possess an inherent right to their domestic markets has been overtaken by the process of globalisation

The German post office's attempt to deter Citibank from mailing electronically-generated credit-card statements into Germany from the Netherlands neatly encapsulates the dilemma posed for business by the process of globalisation.

As usual, there are individual peculiarities to the case, which was reported in Monday's FT. The universal mail service is not quite a normal business. One way in which it is different is that there is a global agreement to stop customers playing off one national postal authority against another by "re-mailing" domestic mail from abroad. Yet this is not classic re-mailing: Citibank and GZS, a German credit-card processor, are shipping electronic data from Germany to the Netherlands; the statements only take physical form on paper in Arnhem, before entering the mail back to Germany.

There are enough niceties here to keep lawyers tied up for months. But whatever the wrinkles of the case, it is hard to believe that in the long run, Deutsche Post will succeed in keeping price competition at bay. And that is where globalisation comes in. To economists, it means the creation of an integrated global economy in which - as Martin Wolf put it recently on these pages - "prices of goods, services, labour and capital tend to equalise across the world, subject solely to differences in quality, largely because of the absence of artificial or natural obstacles to movement."

Clearly, as he pointed out, we are still a long way from that. Yet to business managers, globalisation has a more narrow meaning, one which is already a powerful influence on the way they run their companies. It means the end of cosy domestic markets, and of the safe profits that such sanctuaries used to offer.

One by one, the layers of protection have been stripped away. Falling transport costs

have lowered the barrier of geographical distance; tumbling tariffs, deregulation and the creation of free trade areas have removed another type of protection.

The homogenising force of popular culture - films, music, television - has meant that for many categories of goods, traditional differences of national taste have also become much less important. Now electronic communications, by allowing the cross-border shipment of information, is permitting remote delivery of services, including the customer services that are an essential part of sales transactions for many types of manufactured goods.

So companies are finding that their home markets are increasingly threatened by competition. It is not their sales volume that is most at stake; a well-managed business with a 100-year head start can usually retain the lion's share of local sales. The threat is much more to profitability, as the traditionally comfortable pricing which home-market dominance has permitted is being competed away.

No more cosy backyards: that is what globalisation means for the company. And it is producing a marked change in business behaviour.

Managers have to make a choice between two fundamentally different approaches to this threat.

The first is essentially defensive: establish which geographical regions and products the "home market" advantage applies to, and then put maximum efforts into defending and exploiting this edge.

That means an ever-closer focus on customers' preferences, and a willingness to tailor products and services exactly to those desires. It means striking a balance between reaping the maximum profits from this advantage and keeping prices low enough to keep competitors at bay. And it means a conscious modesty in aspirations: a willingness to retreat from unprofitable overseas ventures, to accept limits on revenues - and perhaps on executive salaries also.

The alternative approach is to accept that home-country advantages are disappearing rapidly, and that only an aggressive push overseas will compensate for the lost profits. That means creating a global presence and perhaps - in the case of consumer goods - a global brand. It is inherently a risky strategy, since it means competing on a wide

scale not only with local competitors seeking to retain their home-market advantages but also with other would-be global companies trying to establish themselves before it is too late.

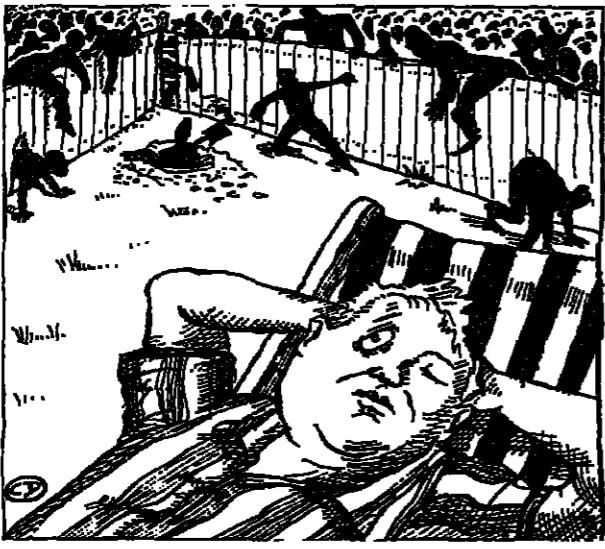
This is, in a sense, a replay of an earlier era of business history. In waves from the late 19th century on, local businesses have been replaced by those operating first at a regional then at a national scale.

On the face of it, the third stage of this process - the replacement of national companies with global ones - has already taken place. Yet that is an illusion. Most big companies are still managed, at the top, by nationals of their home countries. They still add most of the value to their products in their home country (especially in research and development). And they still derive a disproportionate share of their profits from their home markets.

The process now under way is one in which these disguised national companies become global ones, not necessarily in management or domicile but certainly in sales, profitability and - as capital markets integrate - in ownership. In this process, many of the would-be globalisers will lose. Yet companies have only a limited choice: they must settle for one of the two strategies outlined above. Neither is entirely palatable.

The first approach implies a reduced set of expectations which any enthusiastic manager will find irksome. It may, in any case, prove ultimately unfeasible if markets integrate to such an extent that global competitors swamp even the best-defended national company. The second approach is highly risky. It may appeal to managers, but it may be less attractive to the shareholders whose equity is being gambled at relatively long odds.

Only one thing is certain: an in-between strategy is likely to involve the worst of all worlds. Companies that do not possess the ambitions or the



BOOK REVIEW: Alan... JAPAN'S COMPUTER AND COMMUNICATIONS INDUSTRY: The evolution of industrial giants and global competitiveness By Martin Fransman Oxford University Press, £30

Japan's leap from an electronic springboard

The Japanese electronics industry is a tantalising combination of spectacular success and comparative failure. After the second world war, its information technology and communications companies were far from the leading edge of their global industries. Yet today its consumer electronics and semiconductor groups are at the forefront, having caught up with and often surpassed their western counterparts.

supplier co-operates with NTT and the other suppliers in jointly developing equipment. On the other hand, there is a degree of competition between suppliers in selling the jointly developed equipment to NTT. He goes on to say that "this competition is not of the 'winner takes all' variety. Rather, it involves controlled competition in so far as, contingent on reasonable performance as judged and monitored by NTT, each supplier can expect to receive a sizeable share of NTT's order."

national strength and ability to develop global standards. But he is also aware of their weaknesses, an insularity which means they have often created products which suit Japanese rather than western tastes and which follow Japanese rather than international standards. "Although Japanese information and communications companies have come a long way since their founding," he concludes, "they still have some way to go if they are to stimulate the success of their counterparts in motor vehicles and consumer electronics."

At the same time, Japan has failed to make much of an impact outside its home shores in computer hardware and software or in telecommunications, key elements of the information technology revolution in the west.

The effect was to give Japan by the end of the second world war four companies with skills and experience in producing complex telecoms equipment which proved an invaluable springboard into semiconductors and computers in the modern electronics era.

The somewhat insider title fails to capture the global scope of the study. He explains, for example, the repeated failure of AT&T, the US telecoms group, to make much of a mark in computers. That was because the company agreed with the Justice Department in 1956 not to compete in general purpose computers in return for retaining its monopoly in the telephone business.

Mr Martin Fransman, director of the Institute for Japanese-European Technology Studies at Edinburgh University since 1988, seeks to explain this paradox. The latest in a series of detailed studies into the Japanese industrial phenomenon, his book is essential reading for anyone seeking to understand the postwar development of the global computer and communications industries.

Technological competences are not enough, however, as Fransman indicates through a second theme - "interpretive ambiguity". This occurs when there is genuine uncertainty about the direction in which a company should go because information that might help make the decision is too sparse or contradictory.

He also explains the failure of the UK in telecoms switching: a case of "death by misadventure" caused by an over-optimistic view of the rate at which electronics-based technology would replace the old electromechanical variety.

A number of interlocking themes run through the analysis which help to explain, for example, the speed with which Japanese computer companies have emulated western advances yet failed to make much impact outside Japan.

In the 1970s and 1980s, for example, it became clear to many telecoms companies that sooner or later, an expensive and risky move would have to be made to switching systems based on digital technology - cheaper, faster and opening the door to a galaxy of services.

Fransman provides, furthermore, a competent introduction to many of the important technologies which have changed the direction of the telecoms and computer businesses. Each principal chapter provides a complete guide to its subject - for example the evolution of the Japanese telecommunications switching or optical fibre industry.

One common theme is "controlled competition", a form of organisation developed and orchestrated by the Japanese Ministry of Communications in the 1920s and 1930s. This allows Japanese companies apparently to collaborate at one level while competing fiercely at another.

Northern Telecom, the Canadian company, was the first to make the jump, believing - correctly - that the miniaturisation of electronic components, cutting costs enormously, would tilt the economic balance towards digital switches. It thus stole a lead from US and Japanese competitors which took a more pessimistic view.

Fransman believes the global competitiveness of Japanese IT companies lies in their broad technical competences, organi-

Fransman describes how it operates in relation to NTT, Japan's largest telecoms company: "On the one hand, each

LETTERS TO THE EDITOR

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Issues about use of arms not always so clear

From the Rev Tom Mendel. Sir, The Dean of Salisbury ("Truth of the matter", Weekend FT, March 2/3) makes an effective point about conscience, but at, dare I suggest it, too high a cost. That individuals must face up to the consequences of their actions is a sine qua non of Christian belief, to say nothing of any system of natural law. That the issues in the case of the bombing of Nagasaki are as stark as the dean implies is surely less clear. The events at Pearl Harbour in December

1941 were set in train, by, and themselves set in train, actions of which all the perpetrators might indeed have cause to feel sorrow and repentance. War having come, though, the sad reality that the less bad is often the best that can be done was compounded by the truth that to opt out of doing anything may possibly be the worst that can be done. That opting out may also seem to be contrary to the apparent nature of God incarnate is, at the very least, an added consideration. To help face the dilemmas of

war, the Church has formulated ideas of what constitutes a just war. It can certainly be argued that the use of nuclear weaponry sits ill with its criteria but at least those criteria provide a rational counter to the simplistic claims, however just of the heart, on which the dean sets such store. As to the dependence of the British economy on the arms industry, perhaps he would be comforted by re-reading Samuel Brittan's heartening analysis of that question ("Bad excuses for arms sales",

February 19). With regard to the issues in and behind Sir Richard Scott's report, I rather suspect the dean to be absolutely right, only not because of his reading of Nagasaki. My real problem, though, stems from his mention of tobacco for my "one day after dinner" makes me guilty by association, which perhaps brings us back to where we started. Tom Mendel, All Saints Church, Via Solferino 17, 220121 Milan, Italy

Rate of income change crucial

From Mr William Claxton-Smith.

Baked beans analogy misses economic reality

From Mr Richard Abramson. Sir, How excellent is Mr Adrian Jack's baked bean analogy (Letters, March 5) showing that pensions can be

after some were "laid down", I particularly savour the toast: obviously I'll need to bake the bread fresh, but using 40-year-old flour (and taking

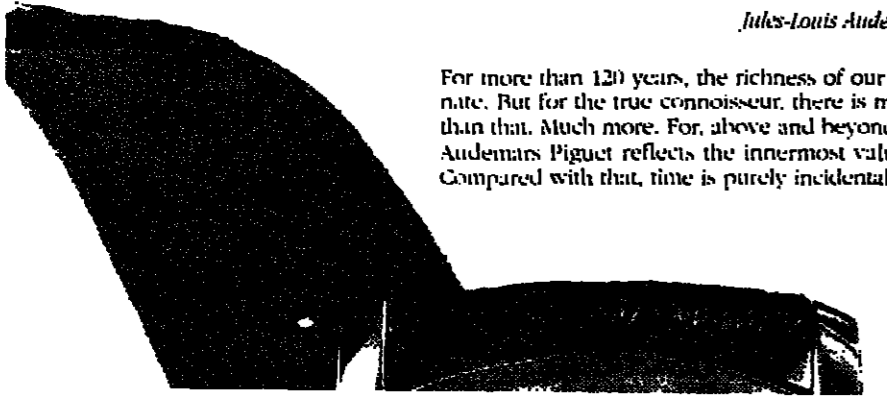
consumption without relying on charity or government handouts. But it cannot change the underlying economic reality that current

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Vertical advertisement on the right edge of the page, partially cut off. Includes text like 'The car of food', 'Clinton V', and 'Helping Cas'.

COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Thursday March 7 1996

The carve-up of food names

Would a cheese by any other name sell as well? The answer, hope Greek producers of traditional feta cheese, is a resounding no. If they are right, they should be very pleased with the European Commission's decision to place before the council of ministers a proposal to register the designations of origin of 318 agricultural and food products.

from Parma? Does it also have to be cut and packed in Parma? Where, in other words, does protection become protectionism? Two other issues arise. First, the borderline between names that can no longer be protected and those that can is disturbingly arbitrary. One can, it has apparently been agreed, make brie, camembert, cheddar, edam, emmentaler and gouda cheese anywhere, but feta must come from Greece.

Clinton v Dole

US senator Robert Dole, forever a contender, at last appears to be heading for the Republican nomination for the presidency. Indeed, his prospects now look as good as they did at the start of the campaign; the greater surprise is how nearly he was derailed. His struggle makes some telling points about the national mood, and about the issues both Democrats and Republicans must face.

traditional platforms for their respective parties, representing the compromises of the centre. Mr Clinton will continue to argue for steady but humane reform of social policies. Mr Dole is likely to return to campaigning on such conventional Republican issues as balanced budgets, lower taxes, small government, and law and order, rather than the libertarianism of elements of the Contract with America.

Helping Castro

The shooting down by Cuban jets of two unarmed light aircraft heading for the island from Miami deserves unequivocal condemnation. But the decision by US President Bill Clinton to extend the retaliation against the government of Fidel Castro by agreeing to back new trade sanctions against Cuba is a mistake.

may breach provisions of the North American Free Trade Agreement. It raises questions about the seriousness of other US initiatives, including efforts to introduce binding rules for international investment through the Organisation for Economic Co-operation and Development.

When politics precedes price

The Natuna gas field's size and complexity makes it one of the industry's biggest challenges to date, say Manuela Saragosa and Robert Corzine

Plans to develop one of the world's largest natural gas fields in Indonesian waters off Borneo are evoking strong emotions in the region and in the industry.

To its supporters, the Natuna field is a unique energy resource in the midst of the world's fastest growing economies. Its future revenues are badly needed by Indonesia. But critics say the plan to exploit the reserves off Natuna, an island about 600km north-east of Singapore, will consume billions of dollars of investment and produce gas at costs well above current market prices.

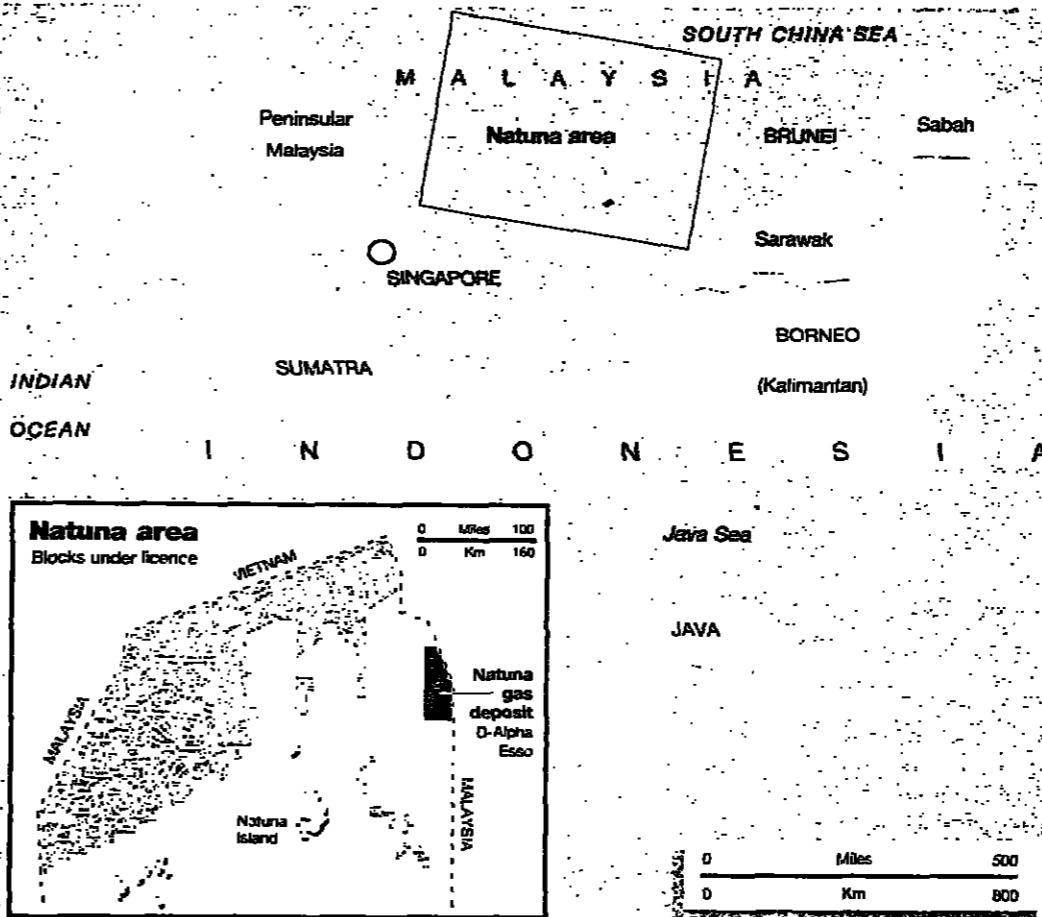
The only point of agreement is that Natuna's size and complexity make its development one of the oil industry's most challenging projects to date. The field is the largest undeveloped hydrocarbon resource in south-east Asia, comparable in size to Norway's Troll, western Europe's largest gas field.

There is little doubt of the political will to develop Indonesia's natural gas output, with the country's balance of payments suffering as oil production has declined. The Jakarta government has set up a series of high-powered committees to get the Natuna project moving, involving some 16 ministers.

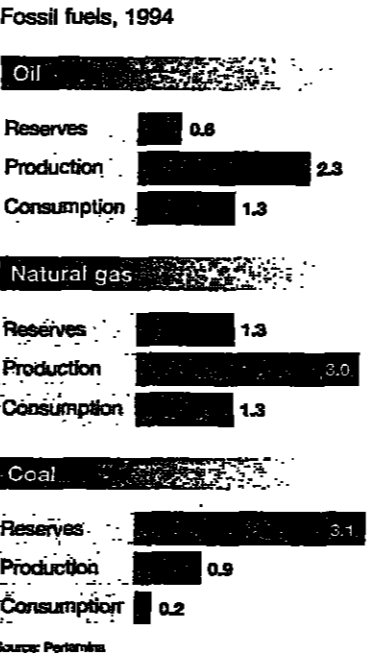
No big engineering contracts have yet been issued, although Pertamina officials say these companies which have invested in Indonesia or have a presence there will rank among the favourites. "If you don't fulfil this condition, you're not in," notes one western diplomat.

Some industry observers say Pertamina and Exxon will need to get \$4.50-\$5 per million BTUs for

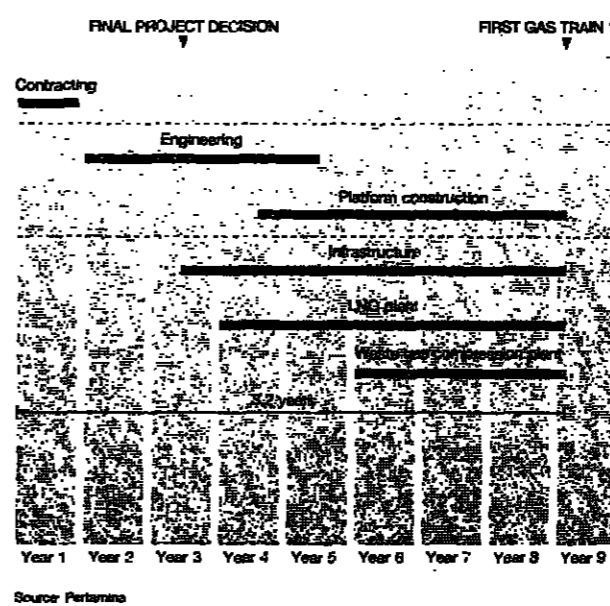
Natuna: a prestige project



Indonesia: a share of the world



The project schedule



Natuna gas - well above the prevailing price of \$3-\$3.70 for natural gas landed in Japan, the biggest energy markets in the region.

Natuna officials are reluctant to discuss pricing, and note that competitiveness can be measured in other ways. They believe that customers might be prepared to pay extra to secure supplies closer to home, rather than from potentially less stable Middle Eastern liquefied natural gas suppliers.

the beholder," he says. The Indonesian government, for example, says that there will be benefits for Natuna island in the exploitation of the gas field.

And Natuna officials believe they can find "ways to share the pain". To secure supplies from the region, buyers might agree to pay higher prices in the early years to reflect the heavy initial costs of building infrastructure such as a harbour, airport and town on Natuna island.

of six scheduled for phase one. There is also the possibility of increasing the project's revenue in the early years by exporting the gas to Thailand through an under-sea pipeline.

Mr G.A.S. Nayoan, senior executive vice-president of Natuna Gasfield Development, the government committee working on the details of the project, says that Pertamina has convinced potential buyers of the project's technical feasibility. But commercial negotiations have yet to

begin. Japan, the biggest buyer of Indonesian natural gas, is the logical target. In November, 13 potential Japanese buyers and financiers - including Nissho Iwai, Marubeni, Mitsubishi, three private Japanese upstream oil companies and the Japan National Oil Corporation - were flown to the US for long briefings from Exxon on the technical aspects of extracting Natuna's carbon dioxide.

The plan is to dispose of it in an aquifer, an underground rock formation which stores gas or liquid. "We are satisfied that all their questions were answered," says Mr Voigt.

Natuna executives believe growing concerns in Japan about the future of nuclear energy could enhance the attractiveness of natural gas in general and Natuna gas in particular. "I don't want to bank on such political changes," says Mr Voigt, but "there could be more upside than downside" for Natuna.

Other potential markets are Taiwan and South Korea. There could also be future demand from China, which "a few years ago was not even a topic for conversation", according to Exxon.

Opponents of Natuna, meanwhile, say that the priority being accorded the project will mean that development of other gas discoveries in Indonesia will be neglected. Arco, the US company, has discovered a promising gas field in Irian Jaya with smaller reserves thought to be around between 5,000bn and 15,000bn cubic feet and a carbon dioxide content of only 10 per cent.

It would be very difficult to launch Natuna at the same time as Arco's [new discovery], says one Jakarta-based oil and gas executive. "Without Arco, Natuna was difficult but now frankly there is possibly a much cheaper source of gas which is much more profitable for Indonesia."

Financial Times

100 years ago

Assassination rumour denied Paris, March 6: A rumour is current here this evening that Signore Crispi is being assassinated. A similar report is also being circulated in Brussels. Toulon, March 5: It is stated here that travellers entering France from Ventimiglia across the Italian frontier report that Signor Crispi, the Italian premier, has been assassinated. They add that the Premier received seven stabs with a dagger.

50 years ago

A world price for tin It is high time that the present muddle over tin prices was clarified. At present, there is no world price; each country has its own, and the British producers receive the least or have been offered a price well below the level in the rest of the world. For Malaysia it is not possible at the moment to give production costs accurately, but it is quite evident that they will be much higher than before the war. An estimated 60 per cent rise in the labour costs would be conservative.

The Union's Trumpf card

Now that British foreign secretary Malcolm Rifkind has given a cautious blessing to the idea of a new foreign policy representative for the EU, many are wondering who he has in mind.

The UK Foreign Office says it's premature to present a list of candidates, though London has a sneaking admiration for Carl Bildt, the ex-Swedish premier now heading reconstruction efforts in Bosnia.

Who can say?

Good to know that SNCF, the French railway company which generated losses of more than FF10bn last year, has come up with innovative new ways to spend money under its recently-appointed chairman, Lok Le Floch-Prigent.

Turkey roasted Turkey's army is distributing a booklet - called "Guidelines for Public Relations and Ways to Win over the Population" - to

Plumbed in

What do you do while your washing goes round and round at the launderette? Traditionally a good place for pick-ups, many American launderettes incorporate coffee bars, newspapers, books, and television. Now New Orleans' Tropic Wash 24 hour laundromat claims to be the only launderette in the world which is on the Internet; customers surf the net, while their clothes surf the washer.

Crumbling away

The European Commission says that the name feta can apply only to cheese made from goat's milk in Greece. Rival Danish producers, who use cows' milk, are up in arms. Surely they recognise a fetacomplil when they see one?

Jam tomorrow

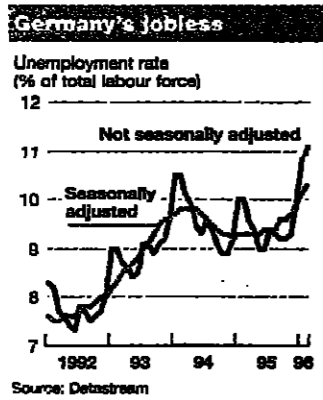
Looks like the pro-EU sectors of the Tory party are getting rattled by rumours of a cosying-up between prime minister John Major and the Marmite monarch, Sir James Goldsmith.

WOLSELEY Heating Replacement Parts and Controls No. 1 in heating system spares.

One in nine out of work ■ Doubts on growth German unemployment at highest level since war

By Peter Norman in Bonn

Unemployment in Germany rose to a new postwar high last month, casting fresh doubt on the government's forecast of 1.5 per cent growth this year and prompting the opposition Social Democratic party to accuse the ruling coalition of inaction. The federal labour office yesterday reported one in nine of the labour force was out of work at the end of February because of the weak economy, bad weather and a sharp downturn in the construction industry. Germany's seasonally unadjusted jobless total increased by 111,500 last month to 4.27m and was 438,500 higher than at the end of February last year. The unemployment rate rose to 11.1 per cent from 10.8 per cent in January and 10 per cent in February last year. Eastern Germany was especially hard hit, with 1.31m people or 17.5 per cent of the labour force out of work. In western Germany, where 2.98m were jobless, the unemployment rate was 9.6 per cent. Mr Bernhard Jagoda, labour office president, said this year's record unemployment reflected the loss of 262,000 con-



struction jobs in January and February. Although the hard winter was partly to blame, companies were also reacting to a lack of orders. February's jobless total was less than indicated by some recent forecasts. But it unleashed a wave of reclamation in Bonn. Mr Oskar Lafontaine, the SPD leader, said the labour market situation was "dramatic". Accusing the government of inaction, he demanded cuts in non-wage labour costs, limits on overtime, lower income taxes and restrictions on the influx of ethnic Ger-

mans from eastern Europe and the former Soviet Union. Although Mr Helmut Kohl's government announced a 50-point programme for growth and employment at the end of January, with the ambitious goal of halving unemployment by 2000, there have been serious delays in implementing the measures. In particular, the "alliance for jobs", in which government, industry and trade unions are supposed to work together to create jobs in return for wage restraint, has been slow to get off the ground. While Mr Jagoda and Mr Norbert Blum, the labour minister, yesterday called for fresh efforts to launch the alliance, Mr Werner Stumpff, designated leader of the metal industry employers, predicted that it would fail. There was no relief in yesterday's labour office report. On a seasonally adjusted basis, unemployment rose by 107,000 last month to 3.97m. This increase, at nearly twice the pace of the previous three months, brought the adjusted jobless rate to 10.3 per cent of the labour force from 10.1 per cent in January.

EU growth setback, Page 2

UK plans to end telecoms network duopoly

By Alan Cane

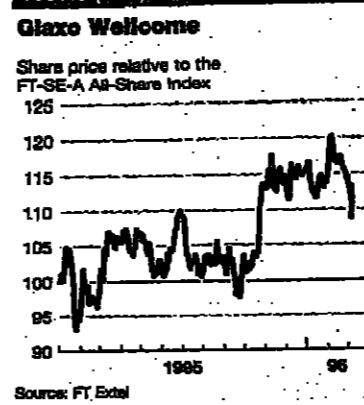
British Telecommunications and Mercury Communications, the UK's main telecoms operators, will lose the exclusive right to provide international services over their own networks under government proposals announced yesterday. The move would bring lower prices for customers and help to preserve Britain's position as the European leader in low cost telecoms. It seems likely to go ahead, and other operators will be applying for international licences this summer. Among the expected beneficiaries of the change are AT&T, the largest US operator, Unisource, its Dutch-based European partner, and Energis, the telecoms operator owned by the National Grid. Many smaller operators are also expected to benefit. Operators will be able to apply to the British government for international licences permitting them to build their own network infrastructures - undersea cables or satellites - or secure, at preferential prices, capacity on existing networks. The proposals, which would end BT's and Mercury's "international duopoly", in place since the early 1980s, are contained in a consultative document which seeks comments from the telecoms industry and its customers. Among the questions it asks is whether the planned liberalisation should be limited to European routes or extended to routes beyond the ECU.

THE LEX COLUMN Confusion in the Sky

Two explanations suggest themselves for the extraordinary dispute between Mr Rupert Murdoch's BSkyB and Bertelsmann over whether they have a deal on how to develop pay-TV in Germany. One is that, by issuing a public statement that BSkyB is acquiring a 28 per cent stake in Premiere, Germany's leading pay-TV channel, Mr Murdoch is trying to bounce Bertelsmann into a deal. If so, the tactics are could backfire - especially given the political hostility throughout continental Europe to Mr Murdoch.

Another explanation is that Mr Murdoch and Bertelsmann have at least a tentative agreement and that BSkyB's statement is designed to bounce Kirch, a minority shareholder in Premiere, into their alliance. Bertelsmann wants to use Premiere as the platform for a multi-channel pay-TV service in Germany. But Kirch's threat to launch a rival multi-channel service could lead to cut-throat competition, in which neither party would be a winner. Kirch says it has a veto on changes in Premiere's shareholding structure. But that may not be sufficient to block an alliance between Bertelsmann and Mr Murdoch - if both parties are set on it - since Bertelsmann has management control of Premiere. Bertelsmann could presumably form a new company with Mr Murdoch to provide multi-channel TV in Germany, while still including Premiere in the package. BSkyB could even buy some sort of an indirect stake in Premiere, with such a threat enough to secure Kirch's participation. If this is the explanation for yesterday's contradictory statements - and Bertelsmann's confirmation that it has reached an alliance with BSkyB to develop pay-TV in Europe certainly suggests the two groups are cosying up to one another - Mr Murdoch will have pulled off quite a coup.

FT-SE Eurotrack 200: 1659.6 (-0.9)



is still higher, as international calls enjoy particularly fat margins. The government's consultation exercise is not totally negative for BT. If it spurs other European countries to liberalise their telecoms markets more rapidly, BT would stand to benefit as the most efficient and aggressive of the large European carriers. There is also a chance that Ofel, its regulator, will make allowance for the expected reduction in its international profits when it comes to setting a new price cap for the company later this year. However, investors should not count on it. International calls are almost certain to be removed from the UK price control regime anyway. If that happens, BT will no longer be able to count the big cuts competition forces it to make in overseas rates towards the overall reduction in call prices that the regulator requires.

Glaxo Wellcome

Glaxo Wellcome is on the way to becoming the Pac-man of the international drugs industry - gobbling up rivals to fuel earnings growth. On the basis of yesterday's disappointing results, the group will need more deals like the \$2bn takeover of Wellcome to keep up with the best of its peers. Glaxo's sales rose 3 per cent during 1995, well below industry growth of 8 per cent. Even excluding ulcer drug Zantac, which has started to decline, turnover increased only 7 per cent. Despite the success of recent launches such as Imigran for migraines, Glaxo's new products will not plug the gap that is opening up as patents expire on Zantac and anti-viral drug Zovirax. The 50 per cent decline in Zantac's German sales in just six months is a taste of things to come - by July 1997, a fifth of Glaxo's sales will almost

certainly be subject to competition from cheaper rivals. This year will actually look quite good, with earnings growth of around 15 per cent fuelled by cost savings from integrating Wellcome. But on current forecasts, Glaxo's earnings growth will slow to 5 per cent a year in 1997 and 1998, while SmithKline Beecham and Zeneca will be growing at 15 per cent or more. At the moment, Glaxo's declared strategy is to sit tight until growth accelerates again, but that looks risky since it will face another batch of patent expiries early next century. The obvious alternative is to do another deal to give itself a push. With its balance sheet improving rapidly, the odds on a merger or another acquisition in the next two years are increasing.

Cadbury Schweppes

Cadbury Schweppes gave investors a lot to chew on yesterday; the overall taste was bitter. There was a \$200m placing disguised as an American Depositary Receipt issue; a departing chief executive; a \$20m restructuring of the French beverage operation; and a fall in ongoing profit margins from rising raw material prices, UK cola wars and a summer which discouraged sweet consumption. Since Cadbury also demonstrated the successful integration of last year's \$1.6bn acquisition of soft drinks group Dr Pepper the 3 per cent drop in Cadbury's share price may look like an ungrateful response. The deal was earnings enhancing, and Cadbury's balance sheet does not look stretched, with interest cover of 5.6 times. Dr Pepper should drive earnings in the current year, with the benefits of the 1995 restructuring. Meanwhile, margin pressure in Cadbury's other operations should ease in 1996. On a forecast of \$200m profits for the current year, the shares are trading at a 10 per cent premium to the market average price-earnings ratio. This looks expensive. Exceptional costs are coming with ever-increasing regularity, as are share issues, thereby damping earnings growth. Coca-Cola's push to increase its US market share is bound to focus on the faster-growing non-cola segment, creating a tougher environment for Dr Pepper and Seven-Up. Moreover, investors should not rely on bid hopes. US buyers could not justify buying Cadbury, because they would have to amortise a mountain of goodwill, and few Europeans could afford it. Lex comment on House of Fraser, Page 20

EU may challenge US over threat to Cuban trade links

By Guy de Jonghues and Stephan Fidler

The EU will consider tomorrow whether to challenge proposed US legislation which could unleash a torrent of US court cases against foreign companies doing business in Cuba. A last-ditch effort to head off the legislation will be made today when the Spanish EU presidency delivers a formal protest to the US, saying the EU reserves the right to seek redress in the World Trade Organisation and other international bodies. The legislation - the Cuba Liberty and Solidarity Act - was approved by the Senate on Tuesday and was expected to be passed by the House of Representatives yesterday. President Bill Clinton is expected to sign it into law later this month.

Among its provisions are: Giving US citizens the legal right to sue in US courts "traffickers" in property "confiscated" by the Castro government after it came to power in 1959. Denying US visas to people identified as "traffickers". These would apparently include executives of foreign companies judged to have invested in property in Cuba which had been expropriated by the Castro regime. A US ban on imports from its trading partners of products containing sugar and other raw materials originating in Cuba. Reducing US aid to Russia by the amount of its aid to Cuba. Among prominent European companies with investments in Cuba are Stet, the Italian telephone company, Tabacalera, the Spanish state-owned tobacco company, Pernod Ricard of

France, BAT Industries of the Anglo-Dutch consumer group. EU trade lawyers believe the legislation breaches the WTO's Most Favoured Nation principle and rules prohibiting quantitative restrictions on trade. However, some EU member governments favour deferring a decision on whether to activate WTO machinery until Mr Clinton indicates what he plans. Lodging a formal complaint with the WTO, which would seek to have the legislation declared illegal, is one of several options likely to be discussed at a meeting tomorrow of senior officials responsible for co-ordinating EU international trade policy. Action may not deter many investors, Page 4 Editorial Comment, Page 13

Pay-TV row Two of Dole's rivals drop out

Continued from Page 1

own plans for satellite services in Germany and France. CLT, in which Havas has a stake, said the pact had "the effect of cementing the arrival of Murdoch in continental Europe". Canal Plus said the pact ruled out the possibility of the new holding company operating in markets where it is already strong.

Continued from Page 1 his presumed frontrunner status had seemed in doubt. The net effect was to put him comfortably ahead in the race to win delegates to the party's convention in San Diego in August. He now has 276 of the 998 delegates needed to secure the nomination, according to one news agency tally, well ahead of Mr

Forbes with 69 and Mr Buchanan with 53. He is also favourite in New York, which chooses another 102 today, and in most, if not all, of the six states voting next Tuesday, where 353 are at stake. Mr Buchanan half-promised to support Mr Dole if he became the nominee. But he continued to attack the majority leader's campaign as "vapid". See Lex

FT WEATHER GUIDE Europe today An active depression over the eastern Mediterranean... Five-day forecast Southern Italy will remain wet... TODAY'S TEMPERATURES Abu Dhabi 30, Accra 32, Algiers 14, Amsterdam 5, Athens 9, Atlanta 15, B Aires 27, Bham 6, Bangkok 26, Barcelona 12, Cascaes 31, Cardiff 7, Casablanca 18, Chicago 4, Cologne 22, Dakar 27, Dallas 24, Delhi 5, Doha 30, Dublin 7, Durban 23, Edinburgh 8, Faro 17, Frankfurt 18, Gibraltar 16, Gwangju 27, Hamburg 10, Helsinki 10, Hong Kong 24, Honolulu 26, Istanbul 11, Jakarta 23, Jersey 21, Karachi 33, Kuwait 25, Las Palmas 21, Lima 27, Lisbon 18, London 12, Luxembourg 8, Lyon 9, Madeira 17, Madrid 13, Manila 26, Marrakech 20, Melbourne 24, Mexico City 24, Miami 24, Milan 26, Moscow 20, Munich 20, Nairobi 12, Naples 21, Nassau 21, New York 21, Nicosia 18, Osaka 21, Paris 12, Perth 21, Prague 2, Ramonon 13, Reykjavik 14, Rio 13, Rome 12, Sao Paulo 12, Seoul 12, Singapore 26, Stockholm 2, Sydney 26, Taipei 15, Tel Aviv 13, Tokyo 13, Toronto 12, Vancouver 11, Venice 11, Vienna 10, Warsaw 14, Wellington 17, Wlropag 14, Zurich 6

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LEGAL DEFINITIONS... NoDo troubles as slowdown bites... WOLSELEY... Various small advertisements and notices on the right margin.







هكذا من الأهل

# MoDo soars but warns of further pulp price falls

By Mark Swirey in Stockholm

A crash in wood pulp prices which has hit the market for the second time in a row, has led to a sharp fall in the price of pulp and paper stocks. The market is expected to remain volatile for some time.

MoDo reported a record profit for 1995 of \$1.2 billion, a rise of 10% on the year. However, the company warned that the market for pulp and paper was expected to be very competitive in 1996.

The result was not unexpected, given the company's strong performance in 1995. However, the market for pulp and paper is expected to be very competitive in 1996.

# Financing

...the market for pulp and paper is expected to be very competitive in 1996.

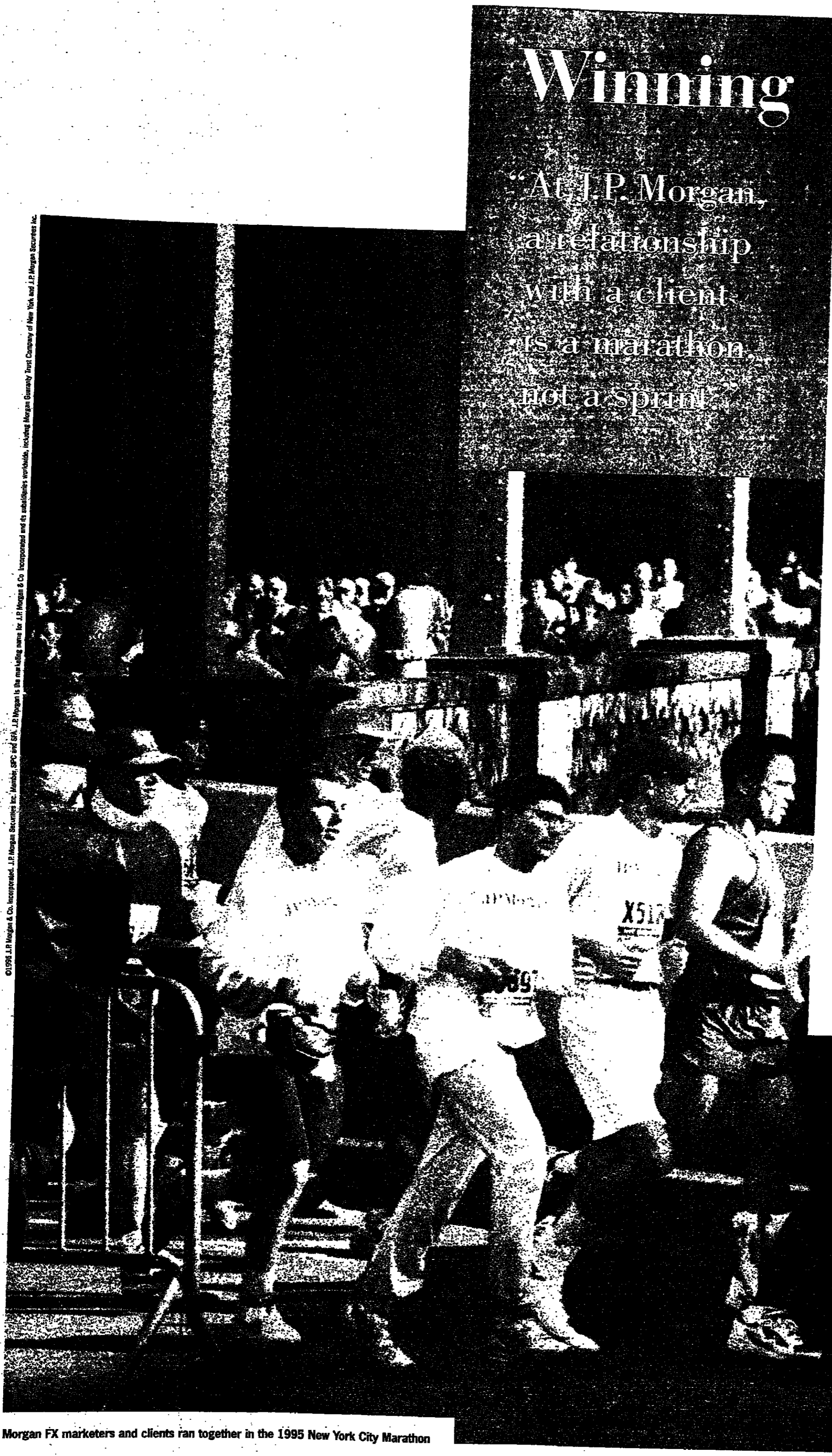
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...the market for pulp and paper is expected to be very competitive in 1996.

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...the market for pulp and paper is expected to be very competitive in 1996.

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# JPMorgan

INTERNATIONAL COMPANIES AND FINANCE

AMERICAS NEWS DIGEST

Grupo Modelo slips into red in fourth term

Grupo Modelo, Mexico's biggest brewer, saw net profits drop 3.3 per cent to 1.2bn pesos (\$171m) in 1995, despite a doubling of exports...

Industrias Peñoles surges

Industrias Peñoles, the Mexican mining group, announced record net profits of 1.01bn pesos (\$133m) in 1995, an astonishing 3,495 per cent increase over its 1994 results.

Televisa cuts costs

Televisa, the Mexican media group, announced a 15 per cent rise in net profit for 1995, to 442.5m pesos (\$124.5m), on sales down 9 per cent to 5.8bn pesos.

Souza Cruz sells Aracruz stake

Brazilian tobacco giant Souza Cruz, a subsidiary of BAT Industries, is to sell its remaining shareholding in cellulose maker Aracruz for an estimated \$230m.

Sun Intl in \$265m cash raising

Sun International Hotels, the leisure and gaming group, yesterday said it had raised \$265m in the US to finance the expansion of its gambling activities in North America and the Bahamas.

Sidek slides back into red in fourth term

Sidek, the troubled Mexican steel and tourism conglomerate, shocked the stock market yesterday by reporting a fourth-quarter pre-tax loss of 1.9bn pesos (\$250m), the largest in the company's history.

Sidek executives were not available to explain the reversal. However, market analysts speculated that auditors may have required the company to write down the value of many of its investment projects as a result of the devaluation of the peso and the collapse of property values last year.

Sidek was hit particularly hard by last year's financial crisis. Before the devaluation in December 1994, the company became heavily indebted in dollars to finance hotel and property developments.

Sidek has reached a preliminary understanding with 17 Mexican banks to restructure its obligations. No agreement, however, has been reached with foreign creditors, who own about 600m of the company's debt.

Recession hits Mexican construction groups

Mexico's leading construction companies were badly hurt by recession in 1995, according to results released this week. A strong cash position, growing international interests and reduced operating expenses helped Empress ICA, the country's largest and most diversified construction company.

IBM to increase production of disk drives

Factories in San Jose, California, Szekesfehervar, Hungary, and Guadalajara, Mexico, are to be expanded. Component plants in east Asia will also be expanded and IBM is opening a small disk drive component plant in China.

Over the past three years the division has shifted from being an internal supplier of storage systems for IBM's computer products operations to raising more than 60 per cent of its revenues from external customers.

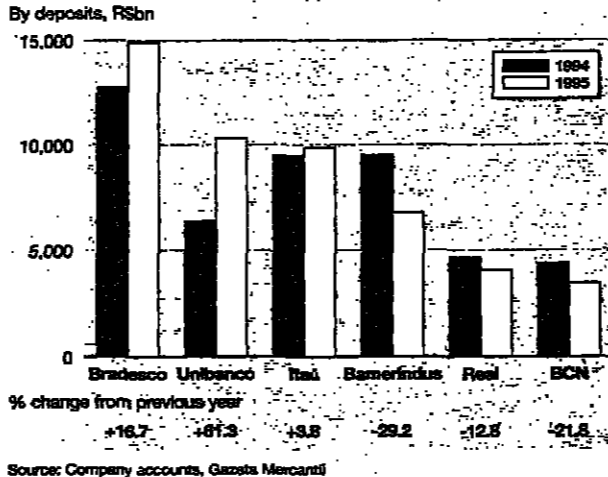
IBM is no longer competing in the low-profit margin area of disk drives for desktop computers, but has won new business in laptops, where it captured 31 per cent of the world market last year.

Quality of Brazilian bank assets in doubt

Firm action is needed before confidence will return to the industry, says Jonathan Wheatley

Allegations of a multi-billion dollar fraud at one of Brazil's biggest banks have raised new worries over transparency in the industry.

Brazil's top banks



Politicians in the north-eastern state of Bahia, where Banco Economico is based, openly put pressure on the government to save the bank.

The central bank admits its supervisors committed "errors" in not detecting possible fraud at Banco Nacional earlier.

Another worry is lack of disclosure. Analysts complain that banks are very bad at discussing strategy and the quality of financial information is very poor in Brazil.

Only the last, he admits, has much chance of being fulfilled, and that will take time; ratings companies are still a new phenomenon in Brazil.

Municipality of Tivoli

Call for expressions of interest in the complete or partial privatization of Società per Azioni Acque Albule-Tivoli (Rome) in order to create the most favourable opportunities for exploiting the tourist and health spa activities that are part of resources of the Tivoli community.

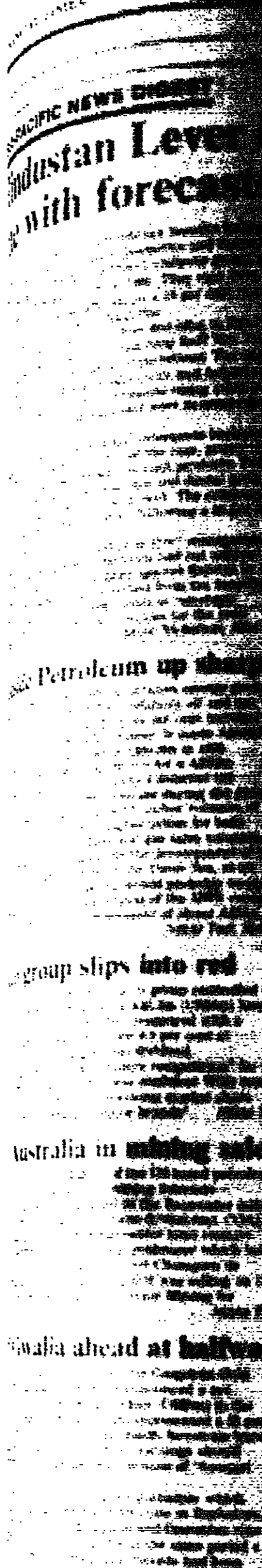
RBC posts 12% first-quarter rise

Royal Bank of Canada, the country's biggest financial institution, has raised its dividend for the second time in six months after posting a 12 per cent advance in first-quarter earnings.

Steady growth in net profit BFr 13.7 billion (+8.1%)

Table with financial data for Generale Bank, including consolidated figures for 1994 and 1995, and a breakdown of net profit. Includes a 'KEY FEATURES' section listing acquisitions and capital changes.

Generale Bank Belgium's leading bank



INTERNATIONAL COMPANIES AND FINANCE

ASIA-PACIFIC NEWS DIGEST

Hindustan Lever in line with forecasts

Lower interest charges and improved tax benefits helped Hindustan Lever, the Indian soap, cosmetics and detergents company and part of the Anglo-Dutch Unilever group, to a 26 per cent rise in after-tax profits for 1995. They rose from Rs1.9bn in 1994 to Rs2.36bn (\$70.7m) on a 19 per cent rise in gross turnover, net of excises, to Rs33.7bn.

Pre-tax profits rose 23 per cent, from Rs3.02bn to Rs3.72bn with gross sales, including excises, reaching Rs37.7bn. Profits said higher labour and capital productivity had helped keep over the year, which the company said were in some cases 25 per cent higher.

Hindustan Lever said its soaps and detergents business reached a record 1m tonnes output for the year, giving the group a third of the Indian market for such products. Personal products, including shampoos, skin care and dental products, also posted record sales and profits growth. The company proposed a 50 per cent final dividend, following a 50 per cent interim in August.

The company said "prudent and proactive" management of financing and foreign currency positions had cut interest costs for the year by 32 per cent, to Rs290m against Rs501m in 1994. It added that the company had benefited from tax benefits securing both from planned investments in "strategic locations" and from higher export volumes for the year.

Mark Nicholson, New Delhi

Woodside Petroleum up sharply

Woodside Petroleum, the Western Australian energy group and operator of the North West Shelf offshore oil and gas project, yesterday announced a sharp 64 per cent increase in profits in the year to the end of December. It made A\$120.5m (US\$81.5m) after tax, compared with A\$73.5m in 1994.

The result would have been higher but for a A\$20m abnormal item, relating to the company's deferred tax liability. The company said sales revenue during the year increased 16 per cent to A\$609.3m, with higher volumes of condensate and LNG and slightly higher prices for both products being offset by lower domestic gas sales volumes.

Nikki Tait, Sydney

Tobacco group slips into red

W.D. & H.O. Wills, the Australian tobacco group controlled by Britain's B&W, yesterday announced a A\$5.2m (US\$4m) loss after tax for the year to end-December, compared with a A\$50.7m profit in 1994. Sales were down 8.5 per cent at A\$890m, and Wills is not paying a final dividend.

The company blamed "intense industry competition" for the plunge into the red, but said that it was confident Wills could return to former profit levels "by improving market share based on the inherent strength of major brands".

Nikki Tait

Caltex Australia in mining sale

Caltex Australia, the listed offshoot of the US-based petroleum group, yesterday said it had sold its mining interests, dominated by a 52.25 per cent interest in the Bayswater mine to Coal Operations Australia for A\$60m (US\$45.6m). COAL already owns 22.25 per cent of the Bayswater joint venture.

Meanwhile, Newcrest, the Australian goldminer which last Friday launched a share raid on Mr Robert Champion de Crespigny's Normandy group, announced it was selling its Ora Banda mine in Western Australia to Centaur Mining for A\$17m.

Nikki Tait

Sons of Gwalia ahead at halfway

Sons of Gwalia, one of the rival bidders for Gasgoyne Gold Mines in Western Australia, yesterday announced a net operating profit of slightly more than A\$7m (US\$5.3m) in the half year to end-December, which it said represented a 28 per cent increase over the same period in 1994-95. Revenues were 27 per cent higher at A\$24.7m. It said net earnings should increase marginally in the second half because of "forecast increased sales of all products".

Meanwhile, Delta Gold, the Australian goldminer which holds an interest in the Hartley platinum mine in Zimbabwe, said after-tax profits in the six months to end-December rose to almost A\$7m, compared with A\$1.7m in the same period a year earlier. It said new gold production records had been achieved in both the September and December quarters, pushing gold shipments for the half year to 92,110 ounces.

Nikki Tait

Honda car sales up in month

Honda Motor said domestic car sales increased 8.4 per cent year-on-year in February to 56,173 units. The Japanese manufacturer said the increase reflected the rise in sales of its CR-V models to 11,689, of its Odyssey model to 10,984, and of its Integra models to 3,148 units. Sales of imported Honda cars in February totalled 4,711 units, mainly because of strong sales of its US-made Accord Wagon, which rose 21.6 per cent year-on-year to 4,344 units, Honda said.

AFP-Asia, Tokyo

Thai group may float store unit

By Ted Bardacke in Bangkok

Thailand's Charoen Pokphand Group is considering a public offering this year of its convenience store business, which operates the country's master franchise of 7-Eleven stores, a senior company executive said.

Mr Sunthorn Arunanzonchai, president of CP Land and a senior adviser on financing for the entire CP group, said that the 7-Eleven franchise had an expected market capitalisation of about \$400m.

There are currently more than 500 7-Eleven stores in Thailand. About half of them are owned and operated by CP, while the other half are run by independents who have bought franchises from CP.

Mr Sunthorn said the group planned to open 25 new 7-Eleven stores this year. He also said the total turnover of the CP group of companies now exceeded \$10bn. But the group would continue its policy of not issuing a consolidated earnings report, a move that has led several brokerage houses to abandon attempts to analyse the company, 11 of whose subsidiaries are listed on seven different stock markets around the world.

CP is continuing its expansion in China, where it is the country's single largest foreign

investor, has "well over 100 factories" and 40,000 employees, Mr Sunthorn said. Unlike many foreign investors in China, the group's operations are dispersed through 27 of the country's 30 provinces.

Mr Sunthorn said CP controlled two of the 10 largest private companies in China. One of those companies, motorcycle manufacturer Ek Chor, is embarking on a big expansion plan, financed almost exclusively with profits made in China and designed to more than double output over the next three years to 2.6m motorcycles annually.

Locally-sourced parts now account for 100 per cent of the 250cc model and 85 per cent of components in the 125cc model, which is built under a technical licensing agreement with Honda of Japan, according to Mr Sompob Petabhanue, vice president of ECI Group, which is also expanding into beer brewing and construction materials supply.

Chinese authorities' attempts to slow down the economy did not hurt CP's operations there, except in the property sector, where CP has large investments in Shanghai. In fact, Mr Sompob said the slowdown helped CP's low margin businesses by eliminating several of its competitors.

Packer empire rejuvenates its dynasty

By Nikki Tait in Sydney

One of Australia's richest family dynasties paved the way for change yesterday when Mr Kerry Packer, 58, announced he was stepping down as chairman of Publishing & Broadcasting (PBL). He will remain a director of PBL, his main listed company.

Mr James Packer, his 30-year-old son, who is already a director of PBL, will become managing director of the company. Mr Brian Powers, an American and the current managing director of PBL, will replace Mr Packer senior as chairman.

PBL, which was formed by a merger of Nine Network and the Australian Consolidated Press group, owns the leading Channel Nine television network, the Packer magazine publishing interests, and part of the Packer interest in John Fairfax, the newspaper publishing group.

Mr Kerry Packer's private interests essentially control the business, with a 45 per cent stake in PBL. Although there had been no hint of Mr Kerry Packer's move, it does not come as a complete surprise. His son has been increasingly prominent in the company affairs - for example, handling much of the detailed work resulting from the company's clash with Mr Rupert Murdoch's News Corpo-

Management move comes as PBL reveals sharp first-half increase in sales and earnings

ration over the televising of rugby league. He has spent most of his working life with his father's business, being groomed to take over the helm.

Mr Kerry Packer suffered a severe heart-attack in 1990, and was technically dead for several moments. Although he subsequently returned to a very active business life, he did appear to be taking greater care of his health. He stopped smoking for a while, and shed a good deal of weight - although the chain-smoking habit subsequently returned.

Mr Packer said his son had been active in the management of ACP since 1988 and in the Nine Network since 1990. "As managing director he will have responsibility for all activities of the group," he said.

The PBL board changes came as the company announced a sharp improvement in interim profits, with the after-tax figure rising from A\$70.3m in the first half of 1994 to A\$107.7m (US\$81.8m) in the corresponding period of 1995.

It said it expected its television interests to do better in the second half than in the same period of 1994-95, but

warned that the magazine division would do well to report figures similar to last year's. Sales totalled A\$666.4m in the six months to end-December, compared with a year-ago figure of A\$416.9m.

The company said that advertising revenue from its TV stations was up by 9.3 per cent on a like-for-like basis, with a 41.4 per cent market share. Earnings before interest on this side of the business were 20.3 per cent higher, at A\$205.5m.

On the magazines side, pre-interest earnings dipped 2 per cent, to A\$63m. Paper price increases hit hard, with expenditure on paper rising by 26.3 per cent. Nevertheless, analysts described the figures as better than expected, and PBL shares rose 14 cents to A\$5.60.

Mr Packer, often said to be Australia's richest man and known for his aggressive business style, has suffered mixed fortunes of late. He was at odds with the last Labor government - despite having a close relationship with the party in the past - and was barred from lifting his 17 per cent stake in Fairfax any higher. He also



Kerry Packer: will remain a director while his son becomes MD

lost out in the bidding for the Sydney casino.

More recently, however, events have been kinder. Last month, Mr Packer signed a co-operation and programme exchange deal with China's national TV broadcaster,

which was interpreted as providing a way into the Chinese market. Meanwhile, Australia's new coalition government has promised to review the media cross-ownership rules which prevent any increase in Mr Packer's Fairfax stake.

Sydney to list deliverable share futures contracts

By Nikki Tait

The Sydney Futures Exchange is to begin listing deliverable share futures contracts - ones settled by delivery of stock rather than cash - from the end of this month.

The exchange said yesterday that it had finally received approval for the new system after months of consultation with both the Australian Securities Commission, the industry watchdog, and the federal attorney-general's department.

Deliverable contracts will come into effect on March 29. The SFE maintains that there will be stronger demand for the deliverable contracts than for the existing cash-settled contracts. "The key benefit of deliverable share futures will be that marketmakers will be able to actively provide bids and offers for share futures that track underlying shares, knowing that they will, on expiry of the contract, settle in shares rather than cash," said Mr Les Hosking, chief executive of the SFE.

"This better suits their portfolio hedging activities." Sydney offers contracts on 10 individual shares, one of the few futures exchanges to do so.

“People say that we live in the past. Well yes, we have been providing for the future by managing investments for 200 years.”

Many things have been said about us. No doubt we asked for it. We've been doing the same job for 200 years: managing investments. And this longstanding experience has always been our pledge for the future. Can this reasonably be held against us?



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## COMPANY NEWS: UK

# Tobacco operations buoyed by growing global market BAT reviews financial services

By Alison Smith, Ralph Atkins  
and Roderick Oram

Further job losses are likely at BAT Industries after the tobacco and financial services group yesterday announced a review of its UK financial services operations. It aims to streamline services which support its three brands.

While the review will take in opportunities for increasing income as well as cutting costs, it raises the prospect that staff numbers will fall from the current level of 13,000. The company announced the review as it reported a 26 per cent rise in pre-tax profits for 1995 to £2,382m (\$3,662m). Lord Cairns, chairman, said: "A prime task is to develop greater coherence in each of the two businesses."

For 1995, tobacco generated a 54 per cent rise in operating profits to £1,588m, but profits from financial services were hit by difficult conditions in the UK, although they still rose 7 per cent to £1,057m.

Mr Martin Broughton, chief executive, said the group expected to announce its plans for restructuring this year. The group owns two UK insurers - Allied Dunbar and Eagle Star - as well as Threadneedle Asset Management.

"I believe we have to look

much more closely than we have before at how we support totally differentiated brands," Mr Broughton said. The creation of Threadneedle, from the group's two UK-based asset management operations, had been the first step in trying to generate coherence, he said.

Across the UK life sector, cost-cutting has been particularly important against the background of flat or falling sales. Although Dunbar increased its market share in some areas, its contribution to group profits slipped by more than one-quarter, to £153m, because of lower levels of new business and a further provision of £37m for the cost of reviewing personal pensions business.

Mr Broughton said the group saw opportunities for financial services development in markets such as China and India. The company gave an upbeat assessment of long-term prospects for its tobacco operations. Not only was the global market growing at about 1 per cent, after years of forecasts of decline, but BAT was well placed to generate higher profits in mature and developing markets.

An 18 per cent rise took the number of cigarettes sold to 670bn, for an increased share of the world market of 12.4



Lord Cairns, left, and Martin Broughton: restructuring plans expected this year likely to involve further job losses

per cent, against 10.7 per cent previously. American Tobacco, purchased last year, accounted for about 33 per cent of the 100bn increase in volume and other acquisitions added 20 per cent. All of BAT's regions showed growth in both mature and developing markets.

BAT cautioned, however, that this year it would not match 1995's growth rate, which was substantially boosted by the American Tobacco purchase.

Overall, soft drink operating profits were up 52 per cent to

# Soft drinks boost Cadbury

By Roderick Oram,  
Consumer Industries Editor

A big increase in soft drink profits helped Cadbury Schweppes overcome hot weather and other setbacks in confectionery to report a 10 per cent rise in pre-tax profits to £558m (\$810m) for the year ended December 30.

The group also announced that Mr David Wellings, the chief executive, will retire in September to pursue personal interests. Cadbury said the move was long-planned and it had begun to review internal and external candidates for the post.

Dr Pepper/Seven-Up, the newly-acquired US drinks company, which contributed 10 months' profits to results, beat the group's expectations. A relaunch of the 7-Up brand could help it regain its position as the leading lemon/lime drink in the US in five years.

In the UK, Coca-Cola & Schweppes Beverages, a joint venture with the US group, overcame competition from own-label drinks and rapid cost rises to increase its volumes by 11 per cent, with only a minor dip in profits.

Overall, soft drink operating profits were up 52 per cent to

£400m on sales up 28 per cent to £2.81bn. Trading margins improved by 2.4 percentage points to 14.6 per cent, reflecting the higher margin franchise nature of Dr Pepper.

The group is poised to solve one of its soft drink problems by forming a joint venture in France with San Benedetto, an Italian producer of mineral water and soft drinks.

Rationalising in France will total £30m-£35m this year for Cadbury but the joint venture will lower its cost base. Spanish operations returned to profit.

Confectionery trading profits rose 2 per cent to £24m on sales up 8 per cent to £1.57bn. Trading margins slipped 0.6 percentage points to 12.2 per cent.

UK volumes were up 3 per cent in a lower market reflecting mainly the hot summer weather.

The group increased market share in Australia and South Africa and acquisitions gave it market leadership in Canada. It also continued to invest heavily in emerging markets.

It commissioned new plants in Poland, China and Argentina and production trials will start in Russia this autumn.

## LEX COMMENT

# House of Fraser

House of Fraser keeps finding more stock to clear out. Yesterday the ailing department store group announced the departure of Mr Andrew Jennings, its managing director for four years, and Ms Rebecca Sharp, merchandising director, after just four months. For a group that has been dogged by a stock overhang, poor buying decisions and sluggish sales during its 22 months on the stock market, the boardroom is now desperately short of retailing experience. Luckily for investors, that has almost ceased to matter. Yesterday's 6 per cent jump in the shares to 188p - leaving the group trading on more than 40 times earnings - shows that House of Fraser is being regarded as a recovery stock or a takeover target.

Either outcome should be able to release some of the group's intrinsic value. House of Fraser is sitting on fixed assets worth 140p a share, much of it freehold property on prime town centre sites.

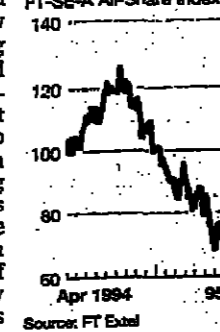
Its gross margins are only 33 per cent against a 45 per cent average for clothing retailers and the current market capitalisation is less than 60 per cent of its turnover.

If House of Fraser continues to underperform as a retailer, it should consider turning itself into a landlord. It already gets income of £50m from renting out one third of its floorspace to concessions.

Renting out the rest should more than double that, while liquidating stock and overheads would enable the group to repay its borrowings and eliminate interest costs. The net effect could be pre-tax profits of over £100m compared with the £15m it made last year.

House of Fraser

Share price relative to the FT-SE-All-Share Index



Source: FT Data



## 1995 RESULTS

"Cadbury Schweppes' sales increased 19% in 1995 and the acquisition of Dr Pepper/Seven-Up transformed our global soft drinks position. Pre-tax profit increased 17% on an adjusted basis.

	Reported			Adjusted*	
	1995	1994	% Change	1995	% Change
	£m	£m		£m	
Sales	4,776	4,030	+19	4,776	+19
Trading Profit	600	504	+19	649	+29
Pre-tax Profit	526	478	+10	561	+17
	Pence	Pence		Pence	
Earnings per Share†	31.3	30.2	+3.6	32.8	+8.5
Dividend per Share†	16.0	15.0	+6.7		

\*1995 figures adjusted to exclude acquisition related restructuring costs of £49m and profit on disposals of £14m.  
†1994 comparative figures re-stated for rights issue/UESDA.

Adjusted earnings per share rose 8.5% and the proposed annual dividend for 1995 of 16.0 pence shows an increase of 6.7%.

Dr Pepper/Seven-Up's contribution exceeded expectations and confectionery acquisitions brought market leadership in Canada. Base business momentum was maintained with volume +5% in beverages and +2% in confectionery. Profit growth was achieved despite significant cost pressures. Global investment in new markets was accelerated while in the UK CCSB benefited from a hot summer and Cadbury UK gained market share.

I am confident that the strategic moves we are making are right for this business. We have shown that we can balance the need for current earnings and dividend growth while laying down the basis for future development. We have made a sound start to the year and I have confidence that we will make further progress in 1996."

*Dominic Cadbury*  
Dominic Cadbury, Chairman

# Cadbury Schweppes

MANAGEMENT PROVEN IN THE MARKET PLACE

## DIGEST

## House of Fraser chief departs

Mr Andrew Jennings, managing director of House of Fraser, is leaving the UK department store group amid widespread dissatisfaction among shareholders with the company's performance.

His departure after four years in the job follows five profit warnings by the company since its 1994 flotation by the Fayed brothers, owners of the London landmark, Harrods.

House of Fraser's non-executive directors and investors have made clear their unhappiness with the company's performance.

Mr Brian McGowan, chairman, denied that institutional pressure had led directly to Mr Jennings' departure. However, he said it had become apparent that the managing director had lost credibility with the City.

The company has suffered from severe stock problems which were not apparent at flotation. In January, a trading statement led to some £10m being wiped off the market's 1996 profit expectations of £25m.

Mr Jennings joined House of Fraser from Harrods in 1992. He has been responsible for refocusing on fashion clothing and for a £50m refurbishment to stimulate sales in its 50 stores.

Mr McGowan will take up his responsibilities until a replacement can be found. Mr Jennings was on a one-year contract with a salary of £270,000. He also has some £400,000 share options exercisable next year at 180p.

The market welcomed the management changes, with the shares rising above the 180p offer price for the first time in 15 months, to close 11p higher at 188p. Analysts said, however, that the sheer scale of the task facing the group could make it difficult to find a suitable replacement for Mr Jennings. "There is profit potential in this business, but realistically no one could expect it to be unlocked in a short period of time," one said.

Peggy Hollinger

## Emap confirms purchase

Shares in Emap rose 27p to 612p yesterday after the media and publishing group confirmed the purchase of three French consumer magazines in a deal worth FF1.1bn.

Emap is paying FF1.1bn for the publishing interests of Compagnie Luxembourgeoise de Télédiffusion, Tele Star, although the net figure is FF900m less owing to the surplus cash contained in the group.

Emap, which is financing the deal from existing arrangements, is paying 60 per cent of the price this month, with the balance in stages over the next 11 months.

Christopher Price

## Unilever sells Rimmel-Chicago

Unilever, the Anglo-Dutch consumer goods company, is moving out of lipsticks, nail varnish and face powder by selling Rimmel-Chicago, its main mass-market colour cosmetics interest, to Job A Benckiser, the German consumer products group.

Unilever, which refused to reveal the terms of the transaction, said it planned to concentrate on prestige and mass-market toiletries rather than cosmetics. It also wants to focus on products that could be distributed globally. Rimmel-Chicago products "don't have that sort of global presence".

Mr David Hallam, analyst at Williams de Broé, said the refocus would probably lead it to sell numerous operations including John West, the fish products business, and Nordsee, a German frozen fish business.

In January Benckiser bowed out of a bid battle for Maybelline, the second biggest US cosmetics company. It was bought this week by L'Oréal, the French cosmetics business, for \$600m (£389.6m).

Benckiser's annual sales are \$3.3bn, of which \$1.5bn are from cosmetics. Rimmel-Chicago has sales of more than £75m and holds international rights to the Rimmel, Pierre Robert, Sensi and Chicago brands, with production facilities in the UK and Germany.

Simon Exuper

## Gehe publishes Lloyds offer

Gehe, the German drugs wholesaler, yesterday published its offer document for Lloyds Chemists - but pointed out that shareholders might want to wait until the regulatory position was clearer before accepting.

The offer is worth 500p for each share in Lloyds, valuing the pharmacy chain at £950m. A rival £921m offer from UniChem, which like Gehe has 30 per cent of the UK of the UK drugs wholesale market, lapsed last week when it was referred to the Monopolies and Mergers Commission.

Gehe's offer falls under the jurisdiction of European merger authorities. It is understood that it is on today's agenda for Mr Karel Van Miert, the competition commissioner, at a routine meeting with directors.

The European Commission, which has until March 23 to make a decision, is expected to refer the matter back to the UK. Gehe's offer would lapse on a referral to the MMC.

The MMC has until June 28 to make its report on UniChem's offer. If Gehe's offer were also to be referred, the two reports would probably be synchronised. Then both sides would have 21 days to decide whether to resume the battle.

Gehe yesterday indicated that it would pursue any referral. But if the offer were to proceed, acceptances would have to be made before the afternoon of March 27.

David Blackburn

Butte to  
continue  
claim

Interest in  
making Cunard

COMPANY NEWS: UK

Vickers up 67% as directors sell shares

By Bernard Gray, Defence Correspondent

Vickers, the defence and automotive group, fired on three of its four cylinders in 1995 to drive pre-tax profits up 67 per cent from £44.8m to £75m (£115.5m).

The defence, automotive and propulsion technology divisions all saw strong profit growth, but the medical equipment business suffered, with profits falling.

However, the company was more cautious about overall prospects for the current year, and acknowledged that it

was having teething troubles with its deliveries of Challenger 2 tanks to the British Army.

Several directors, including Sir Colin Chandler, chief executive, yesterday exercised share options and sold the shares. Sir Colin sold 18,112 shares at 282p. He is left with 42,500 shares. The shares closed down 9p at 278p.

Vickers sales increased by 59 per cent to £1.15bn (£727m), driven by increased sales in the defence division as production of the Challenger came on stream.

Defence sales rose to £563m (£129m), but the increase in its operating profit

was modest, up to £15.9m (£12.7m). Production of the tank has been slowed from five tanks a month to four while a team tackles the difficulties.

The intermittent problems have arisen in the turret electronics which control the Challenger's gun, and appear to stem from quality difficulties with the production tank's equipment which did not show up in the prototypes.

In the automotive sector, Vickers had a good year, with automotive operating profits nearly doubling to £40.9m (£21m), on turnover up 88 per cent to £397m.

Sales of Rolls-Royce cars increased 10 per cent to 1,556 vehicles. Cosworth, the specialist engine maker, also had a good season, winning the US IndyCar championship and powering 70 per cent of the cars in the competition.

Propulsion technology fared well with a 55 per cent rise in profits to £17.1m, but the medical equipment business fell to just £900,000 (£5m), on sales of £123m.

Analysts are now looking for less spectacular profits growth to £85m this year, giving a forward p/e of nearly 16. Bid talk is buoying the shares, but that looks overdone.

Cautious statement clips T&N shares

By Tim Burt

T&N, the specialist engineering group, yesterday reported a sharp increase in profits amid strong demand for its motor components, particularly in Britain and continental Europe.

The company, one of the world's largest manufacturers of brakes, bearings and pistons products, saw underlying profits last year rise 26 per cent to £226.6m (£846m) on sales of £2.09bn (£1.94bn).

The shares fell 7p to 164p, however, after Sir Colin Hope, chairman, said demand had eased at the end of the year and warned of continuing market uncertainty.

"We don't see huge volume growth and recognise that things are difficult," he added.

But Sir Colin blamed the share price fall on an over-reaction by City analysts, some of whom expressed concern at T&N's cautious outlook. "Despite the conditions, we are relatively optimistic that the markets will pick up."

T&N said it made significant progress last year by pushing operating margins from 9.9 per cent to 11.1 per cent, while cutting working capital and increasing capital expenditure.

Asbestos costs - covering legal fees and compensation payments left over from T&N's role as an asbestos producer - fell from £140m to £51.5m. That helped lift pre-tax profits from £10.7m to £120.1m.

Sir Colin said the increase would have been still greater, had the group not taken a £19.4m exceptional charge to cover the cost of financing share options on 49.99 per cent of Kolbenschmidt, the German pistons manufacturer which it is trying to buy.

Although the German cartel office has blocked the proposed takeover, T&N said it would continue with an appeal. It is also considering a possible joint venture and making an approach to the competition authorities in Brussels.

RESULTS

Table with columns: Company, Turnover (£m), Pre-tax profit (£m), EPS (p), Current payment (p), Date of payment, Dividends Corresponding dividend, Total for year, Total last year.

Table with columns: Investment Trusts, NAV (p), Attributable earnings (£m), EPS (p), Current payment (p), Date of payment, Corresponding dividend, Total for year, Total last year.

Figures shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. In increased capital. Foreign income dividend. Additional FID of 3.6875p (£0.09) also proposed. \*Comparatives for 9 months. †Main stock. ‡Comparatives for 14 months. §Comparatives for 12 months and restated.

Butte to continue claim

By Kenneth Gooding, Mining Correspondent

Shares in Butte Mining, which is mainly occupied in suing former managers, promoters and their advisers, jumped 50 per cent yesterday, from 7p to 24p, after it reported a "favourable judgment" in the London High Court.

As a consequence Butte is able to continue to pursue a claim against Ernst & Young, the international accountancy firm, in the UK.

Butte was suing for up to \$1bn (£600m) in the US, but the courts there said they did not have jurisdiction. Nevertheless, it is left with two UK lawsuits seeking damages of about £110m.

The second lawsuit is against certain subsidiaries of the Robertson group, now owned by Simon Engineering.

Butte said: "While these subsidiaries appear unable to pay the full amount that Butte is claiming, Ernst & Young are presumed to have sufficient resources or insurance to meet any judgment Butte eventually may obtain." Butte warned it would "have to raise a few million" to take the case to court.

Ernst & Young said: "We remain confident we have a strong defence."

Little interest in lossmaking Cunard

By Tim Burt

Leading cruise operators yesterday said they were not interested in buying Cunard, damping expectations that the struggling cruise line would be sold following the £904m takeover of Trafalgar House by Kvaerner.

Although the Norwegian shipbuilding and engineering group claimed that it had been approached about Cunard, the world's largest cruise companies said the lossmaking Trafalgar subsidiary was an unattractive proposition and unlikely to be sold as a going concern.

Of the possible buyers, Royal Caribbean Cruises, Sea Containers and the Walt Disney Corporation said they would not be discussing an acquisition with Kvaerner.

The other contenders, P&O

and Carnival of the US, let it be known that they too were reluctant to take over the eight-ship fleet.

Disney Cruise Lines, formed by the entertainment group last year, said: "We have no interest in Cunard or the QE2. It is seen in the industry as something of a liability."

Its views were echoed at Royal Caribbean, which said it would proceed instead with plans to take an equity stake in Costa Crociere, the Italian cruise operator.

If Kvaerner cannot secure a sale, some analysts suggested the Cunard fleet could be sold off individually, with the QE2 as the prize asset.

Alternatively, the Norwegian group may have to continue with Trafalgar's two-year restructuring of Cunard, aimed at turning the luxury passenger line into a viable business.

BAT INDUSTRIES "An Outstanding Year"

Preliminary results for the year to 31 December 1995

Table showing PRE-TAX PROFIT (£2,384m +26%), EARNINGS PER SHARE (47.70p +19%), DIVIDENDS PER SHARE (24.00p +10%), and Additional FID payment on 1995 final (3.6875p).

- Pre-tax profit increased 26 per cent, from £1,885 million to £2,384 million, 21 per cent after excluding last year's £191 million reorganisation provision and the impact of disposals.
● Quantum leap forward for tobacco. Profit of £1,561 million, up 54 per cent, or 29 per cent excluding 1994's provision for reorganising American Tobacco. Cigarette sales rose 18 per cent to 670 billion. World market share grew from 10.7 per cent to 12.4 per cent.
● Robust performance in financial services. Trading profit up 7 per cent at £1,052 million, breaking £1-billion profit barrier for first time. General business profit rose 14 per cent to £624 million. Profit of £428 million from life and investment business was flat.
● Base dividend for year up 10 per cent. Total dividends, including Foreign Income Dividend additional payment, up 14 per cent.
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COMMODITIES AND AGRICULTURE

Copper statistics may be wrong, says bureau

By Kenneth Gooding, Mining Correspondent

The World Bureau of Metal Statistics, whose data are used by many international metals markets analysts, admitted yesterday that its global copper figures might be wrong. "We are trying to get a handle on the problem," said Mr Lloyd Davies, general manager. The probability that the statistics were wrong was raised by the Bloomsbury Minerals Economics consultancy in its latest copper briefing newsletter. Mr Peter Hollands, the author, suggested: "Evidence for systematic error in the [WBMS] data comes from the mis-match between supply-demand balances and stock changes year after year."

Yet the stock figures reported by the WBMS show a fall of only 30,000 tonnes during the same period. Mr Hollands suggested the error was in the consumption statistics because the WBMS production figures were in line with the best plant-by-plant surveys of the copper industry. He calculated that consumption was over-stated by 20,000 tonnes a month last year. However, Mr Davies said the WBMS believed the error was likely to be in the production figures. It was possible that refineries were re-melting high-quality scrap copper but not including that part of their output in the statistics supplied to the WBMS. Mr Hollands said he was delighted the WBMS was taking action. "The WBMS has my sympathy. It is doing a very difficult job. But whether the problem is with the production or the consumption figures, there is a real risk that busy analysts will take the statistics at face value."

He said he stood by the substance of his comments in the newsletter, which warned that the London Metal Exchange's copper market faced a period of soaring stock levels and crashing prices. It said: "Our analysis of the fundamentals points to average cash prices no higher than 100 cents to 105 cents a pound (\$2.204 to \$2.314 a tonne) this year and about 80 cents to 85 cents (\$1.763 to \$1.873) next year." BME forecast that the global supply surplus would be about 300,000 tonnes this year and 310,000 tonnes in 1997, compared with a deficit of 105,000 tonnes last year. Mr Hollands predicted that by the end of August this year stocks in LME-authorized warehouses will have jumped to 425,000 tonnes from their current 347,775 tonnes. Copper Briefing Service, 2725 or US\$1.150 for 12 issues from RTZ-CRA, 70 Marchmont Street, London WC1N 1AB, UK.

Caution urged on milk quota abolition

By Deborah Hargreaves

The European Union should give careful consideration to the value of milk quotas when looking at reforms of the dairy regime, British agricultural surveyors urged yesterday. The European Commission plans to start discussing the milk sector later this year. Dairy quotas are due to be abolished in 2000. The surveyors stressed the great capital value committed to quotas in EU countries. "Cost structures and borrowings are linked to the milk price supported by quotas," the surveyors said in evidence to a UK agricultural select committee of MPs. A working party of the Royal Institution of Chartered Surveyors and the Central Association of Agricultural Valuers described the abolition of milk quotas as "traumatic", and expressed concern about the competitiveness of EU dairying.

EU alters banana import regime

By Caroline Southey, in Brussels

Mr Franz Fischler, the EU commissioner for agriculture, yesterday announced changes to the EU's banana regime in an attempt to overcome resistance to a system which grants preferential access to African, Caribbean and Pacific countries. The EU's banana import regime has been the subject of furious rows between member states and between the US and EU. Earlier last month the US filed a second complaint against the EU at the World Trade Organisation, claiming the regime violated international trade rules. Under Mr Fischler's proposals, operators who traditionally imported Latin American bananas would be given 70.5 per cent of the quota, up from 65.5 per cent, while operators trading ACP bananas would be given 25 per cent of the quota, down from 30 per cent. The changes are linked to a 353,000-tonne increase in the



Cropped: some banana importers will lose market share in the EU

"prejudice ACP bananas" either. Mr Fischler's efforts to have the quota increased have been blocked in successive meetings of the Council of Ministers. Although he has been under intense pressure from some quarters to reform the import regime, changes have proved impossible because EU agricultural ministers were split between those who wanted the regime changed substantially, such as Germany, and those, led by France, who were eager to protect the system of preferences. Mr Fischler has also proposed an allowance of 90,000 tonnes of non-traditional ACP bananas from countries such as Belize, Ivory Coast and Cameroon to be imported under the same preferential terms as traditional ACP bananas. Previously these bananas had to be traded with the same import licences used for "dollar" bananas. The commissioner has also proposed a system to "alleviate hardship cases". This system would allow EU importers to extend the period over which their import licences are calculated, known as a reference period, from two to four years.

South Africa bans mineral sand scheme on environmental grounds

By Kenneth Gooding

Environmentalists claimed an important victory yesterday when South Africa's cabinet banned the development of a mineral sands project by Richards Bay Minerals in the St Lucia estuary on the east coast in KwaZulu-Natal province. The cabinet concluded that mining the eastern shore would harm sustainable economic development of the region and that the project was incompatible with tourist development at St Lucia. The four ministers who dealt with the matter called for the wetland to be registered as a World Heritage Site and promoted as a tourist attraction.

RTZ-CRA, joint owner of RBM with Gencor of South Africa, said it accepted the decision and had already made plans to cater for a refusal. RBM's existing mining activities in the area would last for another 20 years at the current production rate. The venture produces titanium dioxide, used as a whitener in paint and other surface coatings. Separately, RTZ-CRA announced that another big mining project in South Africa had been given the go-ahead. Palabora Mining is to develop an underground copper mine below its open pit at the Palabora mine in the Northern Province, at a cost of US\$440m. Palabora, 39 per cent owned

and operated by RTZ-CRA, is the only local producer of copper capable of meeting South Africa's current needs for the metal. Full production from underground will be timed to coincide with the closure of the open pit in 2002. However, scheduled annual copper production of 90,000 tonnes from the underground pit will be more than 20 per cent below last year's output of 115,800 tonnes. Cash operating costs of underground output are forecast at 50 US cents a pound (\$1.102 a tonne). Anglo American Corporation owns 23.6 per cent of Palabora, which employs 2,900 people.

Asturiana considers loss provision on zinc futures

Zinc market participants were yesterday wondering about the implications of an announcement by Asturiana, the Spanish producer, that it was considering making an extraordinary provision of Pta11.949m (\$95.6m) against possible losses on a long position in zinc futures. Asturiana was reported to have agreed that Glencore, the Swiss trading group, would manage the position with the intention of eliminating it. Some traders suggested that the producer might have accumulated sizeable zinc stocks separate to those in London Metal Exchange warehouses.

Peabody loses court battle over Hunter Valley coal mine consents

Plans by Peabody Resources, an offshoot of Britain's Hanson group, to develop an A\$370m coal mine in Australia's Hunter Valley were dealt a serious setback yesterday when a New South Wales court declared that the development consents for the project were invalid. Development of the Bengalla open-cut mine has been the subject of a fierce and protracted battle between Peabody and Rosemount Estates, one of the most highly-

regarded Hunter Valley vineyards. Rosemount, which owns land near the proposed mine site, is worried about the environmental implications. In the Hunter Valley the proximity of coal mining and grape growing - the two industries for which the region is best known - is particularly close. In August last year the NSW state government said it would allow the project to go ahead "in recognition of its importance to the state and the national economy". But Rosemount lodged an application with the court, claiming the approval was invalid.

Yesterday Mr Roland Lee, Bengalla's general manager, would not say whether the company would mount an appeal against the ruling but said it was an option. He said he expected the matter would be taken up first with the NSW state government. The mine would be owned jointly by Peabody and a group of Thai, South Korean and Japanese investors, and have a projected output of 6.5m tonnes of coal annually over its 35-year life. Peabody said that it had already called for tenders on the A\$50m dragline, and was three months away from beginning construction.

COMMODITIES PRICES

BASE METALS

Table with columns for metal type (Aluminum, Zinc, Lead, Tin, Copper, Silver, Gold), price change, high, low, and volume. Includes sub-sections for LONDON METAL EXCHANGE and LONDON BULLION MARKET.

Precious Metals continued

Table with columns for metal type (Gold, Silver, Platinum, Palladium), price change, high, low, and volume.

GRAINS AND OIL SEEDS

Table with columns for grain type (Wheat, Maize, Soyabean, Barley), price change, high, low, and volume.

SOFTS

Table with columns for soft commodity type (Cocoa, Coffee, Sugar), price change, high, low, and volume.

MEAT AND LIVESTOCK

Table with columns for livestock type (Live Cattle, Live Hogs, Pork Bellies), price change, high, low, and volume.

ENERGY

Table with columns for energy type (Crude Oil NYMEX, Crude Oil IPE, Heating Oil NYMEX, Natural Gas NYMEX, Gas Oil IPE), price change, high, low, and volume.

PRECIOUS METALS

Table with columns for precious metal type (Gold, Silver, Platinum, Palladium), price change, high, low, and volume.

INDICES

Table with columns for index type (Reuters, CBOT, CRB, GSCI), price change, high, low, and volume.

UNLEADED GASOLINE

Table with columns for gasoline type (NYMEX, Gas Oil IPE), price change, high, low, and volume.

INDEXES

Table with columns for index type (Reuters, CBOT, CRB, GSCI), price change, high, low, and volume.

INDEXES

Table with columns for index type (Reuters, CBOT, CRB, GSCI), price change, high, low, and volume.

INDEXES

Table with columns for index type (Reuters, CBOT, CRB, GSCI), price change, high, low, and volume.

JOTTER PAD

Table with columns for commodity type (Aluminum, Copper, Zinc, Lead, Tin, Silver, Gold), price change, high, low, and volume.

CROSSWORD

Crossword puzzle grid with clues and answers.

LONDON SPOT MARKETS

Table with columns for market type (Crude Oil, Gas Oil, Heating Oil, Natural Gas, Gas Oil IPE), price change, high, low, and volume.

ACROSS

Table with crossword clues and answers, including: 1 German D in science: dangerous? It's revolutionary (11), 2 Bag which gets red when holy (3), 3 Repeat performance with engineer to manage (5), 4 Iron at tip used on screen? (9), 5 Secondary effect obtained through expert channel (3-7), 6 D to an unusual degree (5), 7 Shuttle for worker with good chance of success (3,4), 8 Cat and dog take part of D back (4), 9 Obstruct movement of D? (4), 10 Gallery where fate comes to religious broadcasting? (3,4), 11 A light on the side of the ship (5), 12 City gate, a stable worker, for EI genuinely human (9), 13 Romance at home with carol singer? Hide till one comes (3,2,4), 14 City gate, a stable worker, for EI genuinely human (9), 15 Romance at home with carol singer? Hide till one comes (3,2,4), 16 D to go brown on leave (5), 17 Confiscate £1,000 (7).

Large advertisement for 'FRANCH Demand' featuring a person's face and promotional text.

# FRANCHISING

## Demand is increasing

There are signs that established large businesses are increasingly adopting the franchise formula, writes Richard Gourlay

Twenty-five years after the first franchise was established in the UK, the idea of taking someone else's tried and tested idea and turning it into a business is once again appealing to a large number of people.

The recession, which might have knocked the confidence of franchisees, has if anything strengthened the appeal. While small stand-alone businesses were suffering from loss of consumer confidence, there was something to be said for running a business with a well-established name.

Now, with the recession receding, the demand for franchises is again increasing. According to the latest study for the British Franchise Association by NatWest Bank, business format franchisees account for 3.7 per cent of retail sales in the UK, up from 3.5 per cent last year.

This is still some way behind the US where franchising accounts for 12 per cent of retail sales. But it is a ringing endorsement for an approach that clearly attracts self-starting individuals who, in spite of a desire to run their own company, are not prepared to take the greater risk of going it alone.

From the point of view of franchisors who want to grow their companies, franchising remains an attractive option, reducing the need for capital and taking a product or service quickly to a wide market.

Indeed there are signs that established large businesses are increasingly adopting the franchise formula. Compass, the catering company, for example, now runs a chain of Burger King franchises in leisure centres, railway stations and airports.

Some companies, such as Early Learning Centre owned by John Menzies, which have not considered franchising in the UK, are now exporting their business format through franchisees across the world.

Mr Manzoor Ishani, senior partner at Mundays, the franchising solicitors, says he has helped companies export their business format through franchisees to 22 countries in the past two years.

Established businesses, in the UK and the US, are also showing more interest in area development agreements, through which they grant entrepreneurial franchisees the opportunity to roll out the

brand in a given area either as a master franchisee or as the owner of a local chain of owned outlets.

Highly developed in the US, this approach accelerates the pace at which a format can be spread. But it is under-utilised in the UK, according to Mr Steve Spinelli, a franchisee who built and then sold a chain of 47 Jiffy Lube car care outlets in the Eastern US and is now associate professor at Babson College, Boston.

While multi-franchise development might have significant potential, much of the growth in franchising is likely to come from individual operators for some time. The demand is certainly there.

The BFA NatWest survey shows there were 474 business format franchisees at the end of 1995, up from 414 last year, supporting 25,700 franchisees. These outlets employed 222,700 people, up from 192,300 the previous year, and had sales of £5.5bn, up from £5.5bn.

But the figures also show that the independent franchisees still dominate, accounting for 63 per cent of all franchisees. Only 18 per cent of franchisees operated more than one outlet.

While franchising in the UK is still a long way behind the US, it has penetrated the large economies in continental Europe to about the same extent. Germany and France have 500 and 450 business for-

mat franchisees respectively supporting 20,000 and 25,700 franchisees.

British banks have also recognised the opportunities for pushing franchised businesses into the emerging countries of eastern Europe. NatWest is due to help accelerate the spread of franchisees in Poland and Moscow in the spring.

In the UK, the most popular business format remains business services such as Print-a-print and Kall Kwik, which account for 18 per cent of all franchisees.

Food franchising, property care, home care services, walk-in retailers and motorist services each account for 8-9 per cent of franchisees, according to research from the University of Westminster. These formats remain attractive for enduring reasons. Many people see running a franchise as an attractive half-way house. It provides more freedom to exercise an entrepreneurial flair than is frequently available within a large company. For middle ranking and junior executives who have perhaps been made redundant, franchising also remains a popular way to put to use skills developed over many years.

More recently, franchising has become more attractive as security of employment within large organisations is seen as

being less certain. While there is an element of what has been called "buying a job", franchising also avoids the kinds of risks associated with setting up a business from scratch. And there is the added attraction that most banks will provide more finance for franchise operations than they would for a stand-alone start-up. For example, the Royal Bank of Scotland, one of the four leading banks that specialise in franchise financing, will provide up to 70 per cent of a franchise investment. Its limit for a stand-alone business is more likely to be 50 per cent of a start-up project's costs.

The banks' willingness to lend is crucial to the development of franchisees. But so is the increased willingness of potential franchisees to borrow. Mr Gordon Irvine, director of Barnacles, a Middlesbrough-based fish and chip shop who is now interviewing potential franchisees, was ready to expand through franchisees three years ago. But franchisees, most of whom would have needed to borrow, were not willing to take on the risk of a franchisee.

Mr Irvine put the franchise plan on the back burner and sold equity to St. the UK investor in private companies, in order to expand the owned chain to three. Now he is ready to try the franchise route again. "Three years ago many franchisees had negative equity," says Mr Irvine. "Now there are more encouraging signs. There is a feeling that the economy is moving in the right direction."

This growth in interest is confirmed by Ms Julie Waites, director of the Franchise Company, a consultancy in Stockton-on-Tees that advises franchisors and franchisees. "I think the confidence is returning," says Waites. "People who put things on hold are wanting to expand again."

Many potential franchisees will be encouraged that there have been few failures among franchisors in the past two years in spite of the recession. Some franchisors are also smoothing the path for the right franchisees who they can see may have had a tough time during the recession. Mr Graham Rose, head of franchising at the Royal Bank of Scotland, says some franchisors are introducing new types of franchise agreements with lower-than-normal start-up costs and



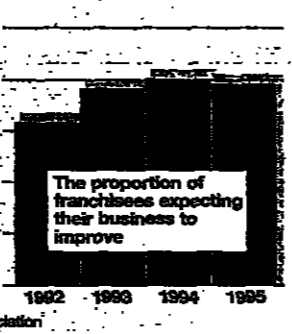
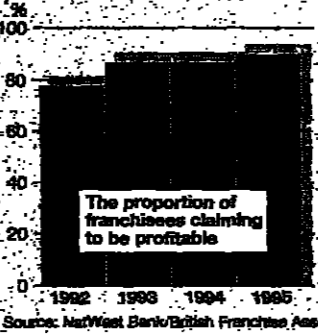
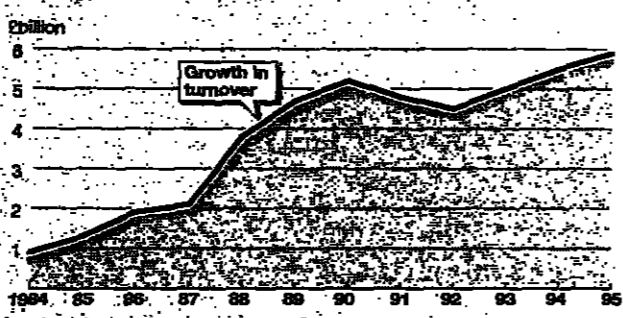
delayed subsequent payments. Set against this promising picture is the continuing need to clean up the image of the industry. While some franchisees do not pay enough attention to the detail of their franchise agreements before signing up, it is equally true that there are still unscrupulous fly-by-nights selling untested business format franchises or mistreating their

franchisees, damaging the image of the whole industry. It does not help that there is no legislation covering the behaviour of franchisors, only a code of conduct administered by the BFA. In the US, by comparison, the relationship between franchisor and franchisee is minutely defined by Uniform Franchise Offering Circulars (Ufocs). And as from January, Federal Trade Com-

mission guidelines have also required franchisors to write these Ufocs in "plain English" and to cut the legalese which obscures many agreements. Whether legislation is needed or not is the subject of heated debate. But Mr Graham Rose, head of franchising at the Royal Bank of Scotland, says he expects the industry will be covered by legislation within a decade. Meanwhile,

the BFA attempts to enforce a code of practice and claims that the sometimes highly-publicised cases of clashes between franchisor and franchisee are few and far between. The BFA's best advice for potential franchisees remains, however, to take great care before signing up and to talk to a number of franchisees already operating within the chosen business format.

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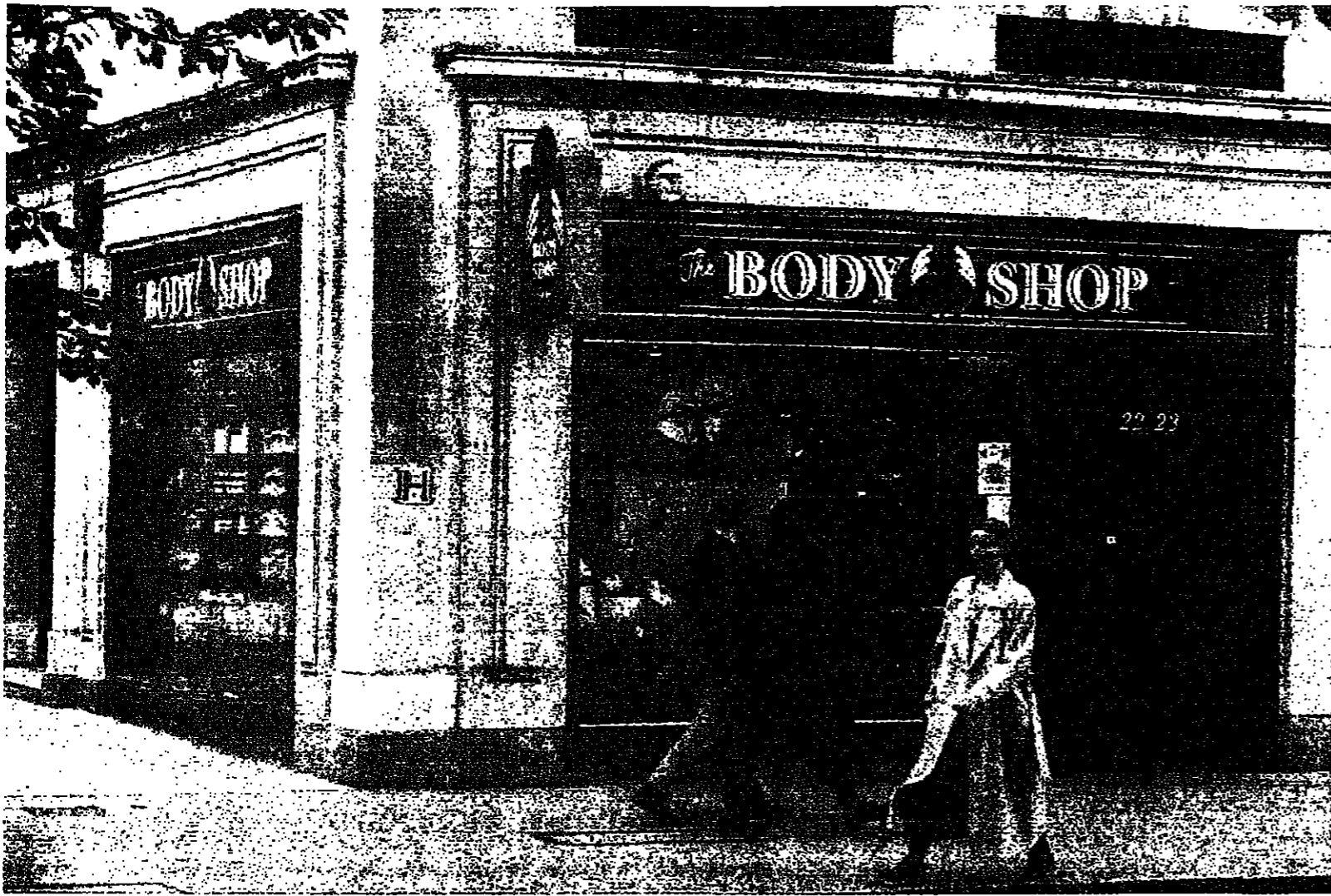
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II FRANCHISING



Body Shop has 253 outlets in the UK and a turnover last year of £219.7m. Total retail sales through its stores - which are mainly franchisees - were up 16 per cent at £500.1m. Picture: Trevor Humphreys

CASE STUDY Body Shop

# Oblique approach to business

One of the best-known, successful and long-running UK franchise enterprises, The Body Shop, is a maverick business. Started by Anita Roddick and her husband Gordon at the peak of the hippy mid-1970s, it has always been motivated more by principles - community, mutual aid, environmental preservation - than commerce. Even today, 20 years after the first tiny shop in Brighton began selling home-made toiletries, the couple would rather discuss the soul of their campaigns than the bottom line in their accounts. Such an oblique approach to business has been no barrier to commercial success. Body Shop is far from a fringe player in the toiletries, personal and home care sectors with 253 outlets in the UK, a presence in 45 international markets and a turnover last year of £219.7m. Total retail sales through its stores - which are mainly franchisees - was up 16 per cent at £500.1m. The choice of franchising as

the route to expansion seems to have been an important factor in this success, even if it was more a hope born of necessity than a well-founded strategy at the beginning. Not long after Mrs and Mrs Roddick began selling their products in 1976 it became clear that they would not be able to meet demand from a single outlet. There was no spare capital for expansion and too little track record to persuade bankers to reach into their pockets. Although neither had heard of "franchising", the pair began to dream that other people might want to sell their products. They began to seek out small shopkeepers with a leaning towards green issues and a willingness to market the Roddicks' products according to an identical format laid down by The Body Shop and rigorously monitored. The rest is history - or, as Mr Peter Griffin, managing director of the UK retail

operation puts it: "For a combined manufacturer and retailer the numbers stack up well. It has seen us through all the different cycles of our growth. Franchising is still the strategy we believe in, now and for the future." Body Shop's approach to selecting franchisees has changed a little along the way, but not too much. Initially, Roddicks looked for individuals with personality and charisma. Experience has taught them that commitment, a basic business sense, initiative and the willingness to try something new are as important as passion. Yet passion is still foremost. Body Shop still rejects the concept of licensing (a popular alternative to franchising) because "ultimately it is only a commercial relationship," says Mr Griffin. The word "community" is the most powerful totem in the company. Mr Griffin says: "Franchising only works if you sit down round the table and hold hands with the



Anita Roddick: Initially, she looked for individuals with charisma

franchisees. Then you create a community. Franchising is the spirit which makes the company an international family." Before that point arrives, would-be franchisees are closely quizzed about why they want a franchise; why they want a Body Shop franchise; what they expect by way of return; their past retailing experience; and a detailed business plan, including survival tactics while the business builds up or if things go wrong. In return, they are told precisely what they can expect by way of support from head office and the entry costs (typically a £10,000 joining fee which covers shop-opening support and perhaps £100,000 for fitting out and initial stock. Beyond that, there is an annual management charge of 2 per cent of turnover). Support includes a variety of courses provided by a dedicated team of trainers plus help from a team of business development managers on how to prepare business plans and initiate annual business

still unbounded. But do not expect the UK business to go meekly into placid middle age. The board plans "very shortly" to launch its secret weapon: an army of party givers (on Tupperware lines) supporting their local franchisees. They would buy goods from the local shop at a 25 per cent discount (effectively their commission), sell them to their friends at coffee mornings and persuade the friends to buy repeats at the shop. Mr Griffin is enthusiastic about the success of his "home selling trials" which are now coming to an end. "We could have up to 10 hostesses supporting every franchisee," he says. "It would be a marvellous way to boost organic growth." And expand the community, of course.

Christine Moir

CASE STUDY Humana International

# A different breed

It is one thing to train a person to sell a doughnut - and quite another training someone to help people make the biggest decision of their lives after a mortgage and children. That is broadly how Mr Doug Bugie, the American partner of Humana International, sums up the difference between business services franchising and the more familiar variety found on the high street. The comment underlines the difference in emphasis and rationale for a non-retailer to take the franchising route. Humana is a headhunter - or an executive search and selection company as it is known in the trade. It operates within one of the fastest-growing industries in the UK. Mr David Head, who edits the industry trade journal Recruitment International, says there are an estimated 9,500 companies in the UK of which almost half are within the M25 corridor. They help some six million contract workers - a third of the workforce. Franchising operations are a small proportion of the industry but are beginning to take off. "Already this year we have been approached by five new recruitment franchisors. The growth of some of these companies has been very good."

depending on how long they have been established and how successful they are. But they tend to consist of the franchisee, two recruiters and an administrator. What the franchisor offers is basically a launchpad for executives wanting to use their knowledge of a particular industry in order to start their own company. "We provide a 30-day intensive training programme to teach people to be search consultants, as well as to attract and develop a team," says Mr Bugie. "We don't claim to offer a magic wand but we provide parameters. For instance we

franchising shows held in the UK every year. Humana also gets referrals from existing members who introduce job seekers as potential candidates. And finally, it advertises in the relevant media. "We see 15 to 20 people a month but expansion rates are very steady - two offices a month. We don't pretend this is the right business for everyone. We do what I call negative selling. We tell people what it is about and if they're not drawn to it, they don't go on," says Mr Bugie. Although the profile of the company's members varies enormously, it identifies the hard average almost down to the colour of the candidate's eyebrows. The average franchisee is aged about 42, predominantly male and professional. He probably has a couple of children in school plus a mortgage and two cars. One big question is why these executives, with years of experience within an industry, should not just go it alone. As with all franchises, the candidates have greater security but also a contractual tie which lasts for 10 years and guarantees training and support for them while protecting the trademark licence and intellectual property of the company. Secondly, they benefit from an element of cross-pollination through the network for executive placements. And thirdly, there is an onus on the company to maintain a level of training support. "If we don't add value we are going to have a tough time. If our training is not making them better, grumbling can occur," says Mr Bugie.

For Humana, the choice of franchising means faster expansion to offset the lower returns. It also minimises the responsibilities and pressures of leasing cars or acquiring other types of equipment. It also attracts a different breed of people. "Finding highly motivated individuals is what drives the business world and you get that with franchising. It is harder to get that with employees which is what you have if you choose the capital investment route," says Mr Bugie.

Peter John



Doug Bugie: 'We want the owner to lead from the front'

advise on what the office should look like. We encourage an open plan office as we want the owner to lead from the front."

What the franchisees provide is principally cash and willpower. They pay a start-up fee of £20,000 which covers the initial intensive training and Humana recommends they have another £20,000 to give the new business between three and five months of operating time. Finally, they pay a 10 per cent royalty of which 1 percentage point is ploughed back into advertising.

They charge between 25 and 30 per cent of the first year's earnings of the people their place. Targeting and selection of franchisees often starts with a meeting at one of the five



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Do not expect the UK business to go meekly into placid middle age

reviews to ensure they are keeping to their strategies. "We don't want to reject franchisees we want to introduce skills where these are lacking," says Mr Griffin. Franchisees will only be thrown back if they show total financial incompetence or - the ultimate sin - paint their shelves pink. The selection process and the continuing support, which includes a proselytising weekly video from head office which some might think bossy, obviously works. In the three years Mr Griffin has been with the group, only three of the 100 UK franchisees have quit or been asked to leave. But what happens when a franchise operation is close to saturation? At present, Body Shop has 253 outlets in the UK, 49 of them company-owned centres for experiments and trial strategies. The optimum number is thought to be about 300. Mr Griffin acknowledges that new openings will slow to perhaps only about 10 a year. Internationally, horizons are

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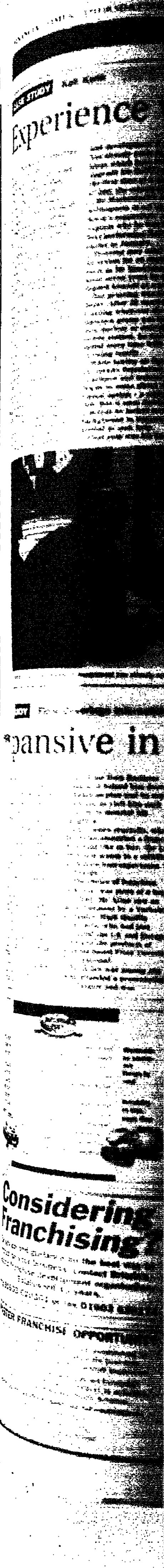
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CASE STUDY Kall Kwik

Experience was 'bitter-sweet'

Alastair Mackintosh describes his seven years as a franchisee as "a bitter-sweet experience". He concedes: "I wouldn't be in business without it. I'd have made mistakes."

and development department has already come up with ideas which have led him to upgrade his facilities twice, the first time at a cost of £7,000, the second at £10,000.

Enterprise Company which advised him to obtain a copy of the British Franchise Association manual. Armed with that guide to best practice and what ought to be in a franchise contract, Mr Mackintosh began a slow trawl through the possibilities.

Programmes at Leas and Tees throughout the country. Attendance on these courses is particularly high for the talk on "what happens if things go wrong" but the focus is on working with the franchisor to prevent this happening.



Kall Kwik's research and development department has already come up with ideas which have led Mr Mackintosh to upgrade his facilities twice

Christine Moir

The Franchisee: by Christine Moir

Watch out for cowboys

Franchisees must subject the contract to the most minute scrutiny; it is the only constraint on the franchisor



Pam Bader chairs the BFA and is chief executive of Moly Maid

It is a common misconception that individuals who buy franchises do so with their redundancy money as a last desperate attempt to avoid the scrap heap. The figures do not bear this out.

Mr Peter Stern, head of franchising at National Westminster Bank, says that databanks show that only 30 per cent of franchisees are the newly redundant; 40 per cent are already self-employed, the remainder in paid employment.

Few franchisees can be bought with average redundancy payments. According to Mr Stern, retail-based franchisees cost between £70,000 and £120,000 to launch. While vehicle-based operations may be more affordable - at between £10,000 and £30,000, fast food outlets cost up to £750,000.

It is also in marked contrast to the US. Perhaps things are about to change. In the US, franchises account for a third of all retail turnover. In the

UK, franchises account for just 3.5 per cent or £5.5bn of retail turnover, but the end of the recession is beginning to fuel an accelerated pace of franchise creation. Increased familiarity with the concept is also spreading it into new sectors; your local milkman, once a Unigate employee, may be a new franchisee as milk companies look for ways of competing with supermarkets on price.

As franchising expands, would-be franchisees must watch out for cowboys. "Due diligence" is the motto. Franchisees are in the business to increase their return on capital; for some that may come at the expense of necessary support for franchisees. The devil is in the detail of the franchise contract. Franchisees must subject it to the most minute scrutiny; it is the only constraint on the franchisor.

Potential franchisees have a number of reliable independent sources of support, if they only know to turn to them. Training and Enterprise Councils (or Leas, their Scottish counterparts) can frequently put novice entrepreneurs in touch

with solicitors, free of charge. And, with a franchise costing upwards of £50,000, it must be worth investing in an hour's time with an accountant and a banker experienced in the sector. A franchisor with a minimal track record or a patchy credit rating is one to avoid.

Another useful source is the British Franchise Association in Henley on Thames which now numbers more than 100 franchisors and sees the establishment of voluntary ethical standards as its prime focus.

Pam Bader, who chairs the BFA - and is chief executive of contract cleaning franchise Moly Maid - says bluntly: "We wanted to put a distance between us and the cowboys."

Members must be accredited, a procedure which involves affiliation before final membership. And before they become members, applicants will have satisfied the association that they can meet the standards for contracts and support systems laid down in the BFA manual.

the BFA: the £30 cost is a valuable insurance premium. The BFA also maintains a list of professional advisers which it is willing to recommend.

None of these sources excuse the franchisee from personal responsibility. But the area where the would-be entrepreneur may feel most alone is in selecting a promising franchisor. Three trade magazines service the sector and some six exhibitions are held during the year. A number of national newspapers also carry advertisements under a franchise banner. While these are valuable primary sources, potential franchisees should not duck the direct approach to companies, especially where cross-border franchises are feasible.

It is little known, but even Marks and Spencer uses franchises as part of its European expansion strategy. It is no coincidence that franchising has flourished in the US where there is a huge collection of diverse markets. Harnessing the entrepreneurial talents of individuals with local market insight has become similarly vital in Europe with the creation of the single market. Franchisees who can offer local expertise to groups with pan-European ambitions should find themselves at a premium.

Until the recession took hold, the main direction for expansion was into the UK - primarily from the US, but also from Europe. That slowed dramatically in the early 1990s, but now shows signs of picking up again. Meanwhile, franchising in the UK has reached a level of maturity which has encouraged local franchisors to look overseas.

Franchisees should not fool themselves, however. If it is important to know how to carry out a local franchise, the same is even more true in a different country. Not only will the franchisor soon find out if you do not have the local market skills you claim, but the contract may prove more difficult to quit under continental European rules.

For franchisees, the two most important caveats are first: is this the franchise for me? and second: minute scrutiny of contracts under expert guidance.

CASE STUDY Floor Coverings International

Expansive in his praise

"If someone had told me 15 months ago that I would be laying carpets for a living, I'd just have laughed at them," says Mr John Allan.

Start Your Own Business Course, it helped him draw up a business plan and its experts continue to visit him each quarter to monitor his progress.

immediately attracted by the franchise. With true Scots caution, however, he delayed making a decision until he had been visited twice more by a salesman, then spent an intensive fortnight in Atlanta and took a week-long course at HQC's training centre in Wetherby.

to would-be franchisees: Consider very seriously whether a particular franchise is suitable for you. What would you bring to the franchise? Would you enjoy it? Would you want to get out of bed to do it?

Advertisement for Courier Direct, a parcel and express mail delivery company. It highlights nationwide coverage, comprehensive product range, and reliability. Contact Gary Robinson, Franchise Manager, on 0121 352 6777.

Advertisement for TASTE-FREEZ, a 46-year-old dessert franchise. It offers soft ice cream and full fast food menus. For franchise information, contact D. Van Dikes, International Development Agent, Tel: USA (619) 450-0510 or Fax USA (619) 450-0512.

Advertisement titled 'Considering Franchising?'. It offers advice and guidance on the best way to franchise your business, contact Britain's leading franchise development organisation. Established 15 years. Ring 01603 620301 or fax 01603 630174.

Advertisement titled 'STEP OUT OF THE JUNGLE'. It promotes worldwide greetings card franchise opportunities in 8 countries. Features enjoyable and flexible lifestyle, low overhead business, and world class products. Call 1-800-SAY-CARD FOR FREE FRANCHISE KIT.

Large advertisement for Midland Franchise Association. It features a central image of a 'business FRANCHISE' folder and a 'MIDLAND' logo. Text includes 'Midland Bank plc is an affiliate member of the British Franchise Association.' and 'Midland Bank plc, PO Box 157, Hemel Hempstead, Herts HP2 4SS. Please send me the free Midland "Guide to Franchising" information pack.'

Large advertisement titled 'Will I lose money if I buy a franchise?'. It discusses the risks of becoming self-employed and offers a free information pack. Text includes 'There are always risks involved in becoming self-employed. Losing money is never your intention when setting up in business, and for this reason, you're looking to minimise the risk. Franchising can be a safer option. At Midland we'll help you decide whether franchising is for you. For instance, we'll give you advice on the pros and cons, and arm you with the questions that need to be asked as well as helping you to evaluate the answers. If you go ahead, we can provide you with all the necessary business banking facilities to get you up and running. In fact, virtually everything you need to consider before going into a franchise is detailed in our information pack. For your free copy, fill in the coupon or call 0800 180 180 us free on 0800 180 180.'

Vertical text on the left margin, including 'breed', 'business', and '552'.

Vertical text on the right margin, including '25', 'Telephone', 'Postcode', 'County', 'Address', 'Name', and 'Town'.

INTERNATIONAL CAPITAL MARKETS

Europeans drift upwards on talk of rate cuts

By Samer Iskandar in London and Lisa Bransten in New York

Most European government bonds traded sideways or slightly higher yesterday, in anticipation of rate cuts by central banks.

The 3-month Pibor future settled at 95.70, up 0.20. In the cash market, the yield on the 6 per cent 2006 bond closed at 6.30 per cent.

Kenneth Clarke, the Chancellor of the Exchequer, and Mr Eddie George, the governor of the Bank of England.

The increase in costs was accompanied by a weakening in productivity figures. Non-farm productivity fell 0.5 per cent in the fourth quarter.

Interest rate worries sparked by a rise in fourth quarter employment costs sent US Treasury prices lower in this trading early yesterday.

GOVERNMENT BONDS

It attributes the recent tightening to the realisation that the German economy was not as virtuous as it was thought.

German bunds ended higher, after the release of data showing that the number of unemployed had reached a post-second world war record of 3.97m.

French government bonds traded in a range, still well supported by expectations of rate cuts to come.

UK gilts traded erratically all day yesterday, as dealers grew more confident that base rates would be cut soon.

Romania cleared to raise capital

By Richard Lapper in London, Virginia Marsh in Budapest and Lisa Bransten in New York

Romania yesterday received credit ratings from four international agencies paving the way for the government to press ahead with capital raising plans.

Standard & Poor's, IBCA and Moody's each awarded their third highest non-investment grade rating (BB- for S&P and IBCA, Baa3 for Moody's).

Analysts said the rating was favourable, given that economic reform has begun later in Romania than elsewhere in former communist Europe.

All the agencies praised Romania's relatively low indebtedness - the country's external debt is 24 per cent of GDP, one of the lowest levels among borrowers from the emerging markets.

per cent and its growth figure of 6.9 per cent was among the highest in Europe.

The S&P rating puts Romania two notches below Hungary and Slovakia and one below Poland.

Romania re-entered international capital markets last year, borrowing \$260m in two syndicated loans arranged by Citibank.

In addition it recently launched a \$50m 5-year private placement, arranged by Merrill Lynch.

Romania was absent from the capital markets for more than a decade, after the decision of its late dictator, Nicolae Ceausescu, to repay the country's entire \$10bn foreign debt in the 1980s.

Investor lethargy and high hedging costs hit activity

By Corner Middelmann

Despite a clutch of new issues yesterday - all from banks and financial institutions - the eurobond market has turned lethargic in recent days.

has got so high that if you kept a position on your books for two to three weeks it would wipe out your profits," said one dealer.

Because of a lack of stock, 10-year dollar repo rates have fallen from about 5/4 per cent to about 1/4 per cent since last week, leading to a sharp rise in the cost of borrowing bonds for hedging purposes.

End-investors are not getting heavily involved - they're in wait-and-see mode and are keeping a lot of their money in cash," said one syndicate manager.

This has left intermediaries building up inventories of unplaced paper, but because of the recent sharp rise in hedging costs, they are reluctant to underwrite more bonds which they might have to hedge in the absence of investor demand.

braved the market with \$500m of five-year bonds, which are to be priced today at a yield spread of 18 basis points over Treasury.

An official at SBC Warburg, who acted as joint bookrunner with Morgan Stanley, reported good demand for the paper from institutional investors in Europe and non-Japan Asia.

Merrill Lynch issued \$300m in four-year bonds yielding 4.3 per cent, the rate has fallen from about 4 1/2 per cent to about 4 1/8 per cent.

Nevertheless, SüdwestLB, the German regional bank, syndicate official. A recent three-year dollar bond for Merrill Lynch which was launched at a spread of 40 basis points over Treasuries is trading at a 30-basis-point spread.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Fees, Spread, Book-runner. Lists issues from SBC Warburg, Merrill Lynch, etc.

CME trades euroyen future

By Richard Lapper
Trading of the euroyen futures contract began yesterday on the Chicago Mercantile Exchange (CME).

The CME opened last month that it was expanding its mutual offset system to incorporate the euroyen.

This is the first time that the product, the most popular non-US interest rate contract in the world, has been traded in the US and European time zones.

WORLD BOND PRICES

Table of benchmark government bonds for Australia, Austria, Belgium, Canada, Denmark, France, Germany, Ireland, Japan, Netherlands, Portugal, Sweden, UK Gilts, US Treasury, ECU, and London closing.

US INTEREST RATES

Table showing Treasury Bills and Bond Yields for 1 to 30 year terms.

BOND FUTURES AND OPTIONS

Tables for France (Notional French Bond Futures), UK Gilts Prices, and other market data.

UK GILTS PRICES

Table of UK government bond prices for various maturities and coupon rates.

BLIND FUTURES OPTIONS (CALLS) DM250,000 points of 100%

Table of blind futures options for March, April, May, and June.

NOTIONAL ITALIAN GOVT. BOND (BTP) FUTURES

Table of notional Italian government bond futures for March, April, and June.

NOTIONAL SPANISH BOND FUTURES (MEFF)

Table of notional Spanish bond futures for March, April, and June.

NOTIONAL UK GILT FUTURES (LIFFE) £50,000 32nds of 100%

Table of notional UK gilt futures for March, April, and June.

NOTIONAL FRENCH BOND FUTURES (MATIF) FF500,000

Table of notional French bond futures for March, April, and June.

NOTIONAL GERMAN BOND FUTURES (LIFFE) DM250,000 100ths of 100%

Table of notional German bond futures for March, April, and June.

OTHER FIXED INTEREST

Table of other fixed interest rates for various international issues.

FT-ACTUARIES FIXED INTEREST INDICES

Table of FT-actuaries fixed interest indices for UK Gilts and various bond categories.

FT FIXED INTEREST INDICES

Table of FT fixed interest indices for various international markets.

FT/ISMA INTERNATIONAL BOND SERVICE

Table of FT/ISMA international bond service data.

GILT EDGED ACTIVITY INDICES

Table of gilt edged activity indices for various bond categories.

FT/ISMA INTERNATIONAL BOND SERVICE

Table of FT/ISMA international bond service data.

FOUR STAR STRAIGHTS

Table of four star straight issues.

NOTIONAL UK GILT FUTURES (LIFFE) £50,000 32nds of 100%

Table of notional UK gilt futures for March, April, and June.

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OTHER FIXED INTEREST

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Vertical advertisement on the right side of the page featuring 'Lira slides' and 'BASE LEADING RATES' with various financial data and graphics.

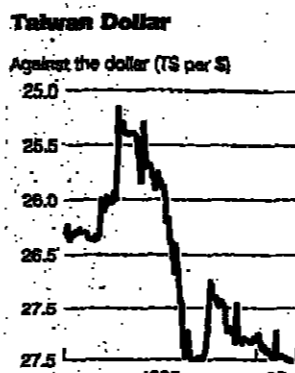
MARKETS REPORT

Lira slides as investors desert Italian bonds

By Philip Gavett
The lira's recent rally came to a halt yesterday after the release of February consumer inflation data prompted a sell-off in Italian bonds.

orous defence of the Taiwanese dollar which is under pressure on account of strained relations with China. It touched T\$27.50, before closing at T\$27.4995, from T\$27.498.

said Mr Mike Gallagher, director at IDEA in London. He said after the CPI release, investors had switched out of Italian bonds into French and German bonds, cutting their long Lira positions.



the same figures over the next twelve months. An altogether gloomier view comes from Neil Mackinnon, chief economist at Citibank in London. He remains an unrepentant dollar bear, forecasting DM1.40 and ¥102 in six months, and DM1.35 and ¥100 over twelve months.

that the much hyped seasonal rally of the yen against the dollar, because of the Japanese financial year-end, is overdue. He says there is no reliable seasonal pattern for the February-April period.

defend this level. Taiwan's foreign exchange reserves have already fallen by more than 10 per cent, from around \$100bn to below \$90bn, and there were reports yesterday that the central bank was prepared to see these fall as far as \$40-50bn.

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Mar 6, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month rate, Three months rate, One year rate, Bank of England Index. Lists various currencies like Euro, Swiss Franc, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Mar 6, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month rate, Three months rate, One year rate, J.P. Morgan Index. Lists various currencies like Euro, Swiss Franc, etc.

OTHER CURRENCIES

Table with columns: Mar 6, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month rate, Three months rate, One year rate, J.P. Morgan Index. Lists currencies like Hong Kong Dollar, etc.

CROSS RATES AND DERIVATIVES

Table of Exchange Cross Rates for various currencies including Euro, Swiss Franc, etc.

EUROPEAN CURRENCY UNIT RATES

Table of European Currency Unit Rates for various currencies including Euro, Swiss Franc, etc.

UK INTEREST RATES

Table of UK Interest Rates for various terms like 7 days, One month, etc.

UK MONEY RATES

Table of UK Money Rates for various terms like 7 days, One month, etc.

EUROPEAN CURRENCY UNIT RATES

Table of European Currency Unit Rates for various currencies including Euro, Swiss Franc, etc.

UK MONEY RATES

Table of UK Money Rates for various terms like 7 days, One month, etc.

BASE LENDING RATES

Table of Base Lending Rates for various banks and currencies.

EUROPEAN CURRENCY UNIT RATES

Table of European Currency Unit Rates for various currencies including Euro, Swiss Franc, etc.

UK MONEY RATES

Table of UK Money Rates for various terms like 7 days, One month, etc.

WORLD INTEREST RATES

Table of World Interest Rates for various countries and currencies.

EURO CURRENCY INTEREST RATES

Table of Euro Currency Interest Rates for various currencies.

THREE MONTH EURO CURRENCY FUTURES (LIFE)

Table of Three Month Euro Currency Futures (LIFE) for various currencies.

THREE MONTH EURO CURRENCY FUTURES (LIFE)

Table of Three Month Euro Currency Futures (LIFE) for various currencies.

EURO CURRENCY OPTIONS (LIFE)

Table of Euro Currency Options (LIFE) for various currencies.

Mastering Derivatives Markets. A Step-by-Step Guide to the Products, Applications & Risks. Includes sections on Derivatives, Public Notices, Legal Notices, and Samantha Investments PLC.

Public Notices, Legal Notices, Samantha Investments PLC. \$15 million Subordinated Floating Rate Notes Due 2001. Includes contact information for West Merchant Bank Limited.

regime
little old
consent
WORD

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector with columns for company name, price, and volume.

CHEMICALS

Table listing companies in the Chemicals sector with columns for company name, price, and volume.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector with columns for company name, price, and volume.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector with columns for company name, price, and volume.

BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector with columns for company name, price, and volume.

BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector with columns for company name, price, and volume.

BUILDING MATS. & MERCHANTS

Table listing companies in the Building Mats. & Merchants sector with columns for company name, price, and volume.

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DISTRIBUTORS

Table listing companies in the Distributors sector with columns for company name, price, and volume.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector with columns for company name, price, and volume.

ELECTRICITY

Table listing companies in the Electricity sector with columns for company name, price, and volume.

ELECTRONIC & ELECTRICAL EQPT

Table listing companies in the Electronic & Electrical Eqpt sector with columns for company name, price, and volume.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Table listing companies in the Electronic & Electrical Eqpt sector (continued) with columns for company name, price, and volume.

EXTRACTIVE INDUSTRIES - Cont.

Table listing companies in the Extractive Industries sector (continued) with columns for company name, price, and volume.

ENGINEERING

Table listing companies in the Engineering sector with columns for company name, price, and volume.

ENGINEERING - Cont.

Table listing companies in the Engineering sector (continued) with columns for company name, price, and volume.

ENGINEERING, VEHICLES

Table listing companies in the Engineering, Vehicles sector with columns for company name, price, and volume.

EXTRACTIVE INDUSTRIES

Table listing companies in the Extractive Industries sector with columns for company name, price, and volume.

EXTRACTIVE INDUSTRIES - Cont.

Table listing companies in the Extractive Industries sector (continued) with columns for company name, price, and volume.

FOOD PRODUCERS

Table listing companies in the Food Producers sector with columns for company name, price, and volume.

GAS DISTRIBUTION

Table listing companies in the Gas Distribution sector with columns for company name, price, and volume.

HEALTH CARE

Table listing companies in the Health Care sector with columns for company name, price, and volume.

HEALTH CARE - Cont.

Table listing companies in the Health Care sector (continued) with columns for company name, price, and volume.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector with columns for company name, price, and volume.

INSURANCE

Table listing companies in the Insurance sector with columns for company name, price, and volume.

INVESTMENT TRUSTS

Table listing investment trusts with columns for name, price, and volume.

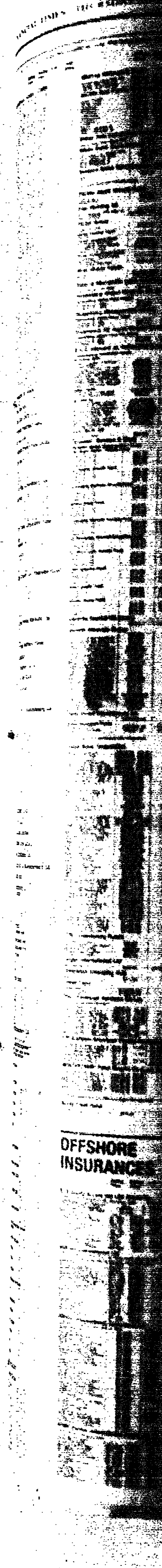
INVESTMENT TRUSTS - Cont.

Table listing investment trusts (continued) with columns for name, price, and volume.

INV TRUSTS SPLIT CAPITAL

Table listing investment trusts split capital with columns for name, price, and volume.

Advertisement for Computacenter featuring the text 'digital PC' and 'From the UK's leading provider of distributed IT systems and services.' The Computacenter logo is prominently displayed.



مكتبة المجلد

حکومت الاحول

LONDON SHARE SERVICE

RIV TRUSTS SPLIT CAPITAL - Cont.

Table listing Riv Trusts Split Capital with columns for Name, Price, and % Change.

LEISURE & HOTELS - Cont.

Table listing Leisure & Hotels companies with columns for Name, Price, and % Change.

OTHER FINANCIAL - Cont.

Table listing Other Financial companies with columns for Name, Price, and % Change.

PROPERTY - Cont.

Table listing Property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES - Cont.

Table listing Support Services companies with columns for Name, Price, and % Change.

AIM - Cont.

Table listing AIM companies with columns for Name, Price, and % Change.

OTHER INVESTMENT TRUSTS

Table listing Other Investment Trusts with columns for Name, Price, and % Change.

OIL EXPLORATION & PRODUCTION

Table listing Oil Exploration & Production companies with columns for Name, Price, and % Change.

PHARMACEUTICALS

Table listing Pharmaceutical companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL - Cont.

Table listing Retailers, General companies with columns for Name, Price, and % Change.

TRANSPORT

Table listing Transport companies with columns for Name, Price, and % Change.

WATER

Table listing Water companies with columns for Name, Price, and % Change.

GUIDE TO LONDON SHARE SERVICE

Price for the London Share Service delivered by FT Index, a member of the Financial Times Group. Company checklists are shown in those used for the FT-SE 100 and FT-SE 250. Closing bid prices are shown in pence unless otherwise stated. Highs and lows are based on half-day bid prices over a rolling 52 week period. Where stocks are suspended in commerce other than starting, this is indicated after the name. Symbols referring to dividend status appear in the notes column daily as a guide to yields and P/E ratios. Dividends and Dividend covers are published monthly. Market capitalization shown is calculated separately for each line of stock quoted. Gearing used in calculations are based on IMAI 'headline earnings' formula. Dividend cover ratios are based on latest annual reports and accounts and, where possible, are calculated on a rolling 12-month basis. Yields are based on bid prices, not on ex-dividend prices, and are calculated on a rolling 12-month basis. Estimated Net Asset Values (NAV) are shown for investment trusts. In parentheses the share price is shown with the percentage discount (D) or premium (P) to the current closing share price. The NAV (bid) assumes prior charges at the value, convertible debentures and warrants exercised if dilutive. Includes the most actively traded stocks. The index of UK stocks shown includes the FT-SE 100, FT-SE 250, FT-SE 1000 and FT-SE 10000. Highs and lows are based on bid prices over a rolling 52 week period. Dividends are shown in pence unless otherwise stated. Dividend cover ratios are based on latest annual reports and accounts and, where possible, are calculated on a rolling 12-month basis. Yields are based on bid prices, not on ex-dividend prices, and are calculated on a rolling 12-month basis. Estimated Net Asset Values (NAV) are shown for investment trusts. In parentheses the share price is shown with the percentage discount (D) or premium (P) to the current closing share price. The NAV (bid) assumes prior charges at the value, convertible debentures and warrants exercised if dilutive. Includes the most actively traded stocks. The index of UK stocks shown includes the FT-SE 100, FT-SE 250, FT-SE 1000 and FT-SE 10000.

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LEISURE & HOTELS

Table listing Leisure & Hotels companies with columns for Name, Price, and % Change.

OTHER FINANCIAL

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TRANSPORT

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WATER

Table listing Water companies with columns for Name, Price, and % Change.

FT Free Annual Reports Service

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FT MANAGED FUNDS SERVICE

FT Cityview Unit Trust Prices are available over the telephone. Call the FT Cityview Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda (SIB Recognised) funds including Fidelity Currency Funds Ltd, Fidelity International Growth Fund, and others.

BERMUDA (REGULATED)\*\*

Table listing Bermuda (Regulated) funds including Bermuda Intl Invest Mgmt Ltd, Bermuda Intl Invest Mgmt Ltd, and others.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey (SIB Recognised) funds including AIB Investment Managers (Guernsey) Ltd, Adams & Borell Fd Mgmt (Guernsey) Ltd, and others.

GUERNSEY (REGULATED)\*\*

Table listing Guernsey (Regulated) funds including AIB Investment Managers (Guernsey) Ltd, Adams & Borell Fd Mgmt (Guernsey) Ltd, and others.

GUERNSEY (REGULATED)\*\*

Table listing Guernsey (Regulated) funds including ANZ Mgmt Co (Guernsey) Ltd, Apollo Investment Management Ltd, and others.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey (SIB Recognised) funds including AIB Investment Managers (Guernsey) Ltd, Adams & Borell Fd Mgmt (Guernsey) Ltd, and others.

IRELAND (SIB RECOGNISED)

Table listing Ireland (SIB Recognised) funds including AIB Fund Management Ltd, AIB Investment Managers (Guernsey) Ltd, and others.

IRELAND (REGULATED)\*\*

Table listing Ireland (Regulated) funds including AIB Fund Management Ltd, AIB Investment Managers (Guernsey) Ltd, and others.

IRELAND (SIB RECOGNISED)

Table listing Ireland (SIB Recognised) funds including AIB Fund Management Ltd, AIB Investment Managers (Guernsey) Ltd, and others.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man (SIB Recognised) funds including AXA Equity & Law Intl Fund Mgr, Barclays Intl Funds, and others.

ISLE OF MAN (REGULATED)\*\*

Table listing Isle of Man (Regulated) funds including AXA Equity & Law Intl Fund Mgr, Barclays Intl Funds, and others.

JERSEY (SIB RECOGNISED)

Table listing Jersey (SIB Recognised) funds including AIB Fund Managers (CI) Ltd, AIB Investment Managers (Guernsey) Ltd, and others.

JERSEY (REGULATED)\*\*

Table listing Jersey (Regulated) funds including Barclays Intl Funds, Citicorp Intl Funds, and others.

LUXEMBOURG (SIB RECOGNISED)

Table listing Luxembourg (SIB Recognised) funds including AIB Fund Managers (CI) Ltd, AIB Investment Managers (Guernsey) Ltd, and others.

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OFFSHORE INSURANCES

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FT MANAGED FUNDS SERVICE

Main table of fund data with columns for fund name, price, and change. Includes sections for Murray Universal, CMI Insurance, Professional Investment, CA Securities, Global Asset Management, and Republic Funds.

OTHER OFFSHORE FUNDS

OFFSHORE INSURANCES

Table listing offshore insurance products and their details.

MANAGED FUNDS NOTES: Detailed disclaimer and information regarding the fund service, including contact details for FT Cityline.

LONDON STOCK EXCHANGE

MARKET REPORT

Company results depress the FT-SE 100 index

By Philip Coggan, Markets Editor

Investors' disappointment with an unexciting set of corporate results kept share prices under pressure for much of the session yesterday, and the FT-SE 100 index failed to come close to the all-time intra-day high recorded on Tuesday.

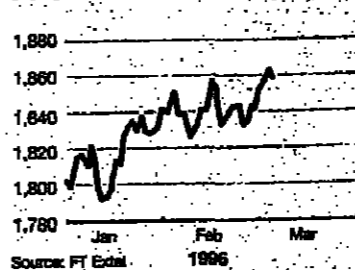
figures, notably BAT Industries, Cadbury Schweppes and T&N. "It's the first time the market has really been badly hit in the results season" said Mr Bob Semple, head of the equity strategy team at NatWest Securities.

There was little help from Wall Street where Treasury bonds were around three-quarters of a point lower by the close of London trading and the Dow Jones Industrial Average, after another zigzag start, was about 12 points adrift.

But until bond markets stabilise, Footsie could struggle to make further progress. Mr George Hodgson, UK equity strategist at SBC Warburg, says that "there could be a pretty dull balance of 1996 ahead of us. While economists expect activity to pick up, inflation to remain low and interest rates to fall a bit, an awful lot of the good news is in the price."

Volume was healthy, with 886.3m shares traded by the 6pm cutoff. The value of customer business on Tuesday was around £1.9bn.

FT-SE-A All-Share Index



Equity shares traded

Table showing turnover by volume (millions) and value (£ millions) for various sectors including FT-SE 100, FT-SE Mid 250, FT-SE 350, FT-SE-A All-Share, FT Ordinary Index, FT-SE Non Fin p/e, FT-SE 100 Fut. Mar, 10 yr Gilt yield, and Long gilts yield.

Indices and ratios

Table listing various indices and ratios such as FT-SE 100, FT-SE Mid 250, FT-SE 350, FT-SE-A All-Share, FT Ordinary Index, FT-SE Non Fin p/e, FT-SE 100 Fut. Mar, 10 yr Gilt yield, and Long gilts yield.

Best performing sectors

Table listing best performing sectors: Water (+1.3), Extractives (+1.2), Textiles & Apparel (+0.5), Oil Exploration (+0.4), Mineral Extraction (+0.4).

Worst performing sectors

Table listing worst performing sectors: Pharmaceuticals (-2.5), Tobacco (-2.0), Telecommunications (-1.4), Consumer Goods (-1.3), Electronics (-1.0).

Best performing stocks

Table listing best performing stocks: Water, Extractives, Textiles & Apparel, Oil Exploration, Mineral Extraction.

Worst performing stocks

Table listing worst performing stocks: Pharmaceuticals, Tobacco, Telecommunications, Consumer Goods, Electronics.

Profit news hits Glaxo

Glaxo Wellcome, the world's biggest pharmaceutical company, dragged down the London market with a share price fall of 44 to 87p. Part further profit-taking, part disappointment over the full-year figures, the slide was responsible for taking more than 9 points off the Footsie. And turnover of 30m shares was one of the highest in eight years.

Telecom tremors

Telecom shares fell back smartly following a Department of Trade and Industry consultative document which hinted that the UK market for international calls could shortly be widened. Several big water stocks were stronger as Merrill Lynch reinforced its buy stance on the sector.

Guinness top-up

Guinness flowed back and forth through the Footsie rankings, courtesy of share buy-back talk flanked by tentative takeover rumours. Most brokers took the bid suggestions with a pinch of salt but felt there was some basis to the buy-back hopes.

House of Fraser shares

House of Fraser shares improved on the announcement of management changes. News of the departure of Mr Andrew Jennings, the managing director, lifted the shares 11 to 189p on hopes of a new management team being appointed.

International investment

International investment Trust of Jersey rose 30 to 539p on a paper offer from IFA Holdings. The FT-SE Actuaries committee announced the result of its quarterly review of the leading indices yesterday. There was no change to the Footsie but several moves in the FT-SE Mid 250 index.

FUTURES AND OPTIONS

Table showing FT-SE 100 INDEX FUTURES (LFFB) and FT-SE 100 INDEX OPTION (LFFO) prices and changes for various months.

TRADING VOLUME

Table showing trading volume for major stocks yesterday, including shares, options, and futures.

FINANCIAL TIMES EQUITY INDICES

Table showing Financial Times Equity Indices for various dates from March 6 to March 29, 1996.

SEAO bargains

Table showing SEAO bargains for various dates from March 6 to March 29, 1996.

London market data

Table showing London market data including rises and falls, 92 week highs and lows, and LFFB Equity options.

LONDON RECENT ISSUES: EQUITIES

Table showing London recent issues: equities for various companies and their prices.

FT GOLD MINES INDEX

Table showing FT Gold Mines Index for various dates from March 6 to March 29, 1996.

Large advertisement for EVC (Economic Value Company) with the headline 'A tough year for PVC. A solid year for EVC.' The ad includes a large image of a hand holding a pencil and text describing EVC's performance in 1995.

Table showing EVC's performance in 1995, comparing actual 1995 results with actual 1994 and pro forma 1994 results across various metrics like net turnover, operating profit, and earnings per share.

PVC. THE POSITIVE CHOICE. In spite of the extremely volatile market conditions experienced during 1995, EVC performed well in its first full year of independence. The continuing improvement of our cost base has further enhanced EVC's position as European market leader and created a strong platform from which to grow our earnings as markets recover.

FT-SE Actuaries Share Indices

Table showing FT-SE Actuaries Share Indices for various dates from March 6 to March 29, 1996.

The UK Series

Table showing The UK Series for various dates from March 6 to March 29, 1996.

FT-SE Actuaries All-Share

Table showing FT-SE Actuaries All-Share for various dates from March 6 to March 29, 1996.

Hourly movements

Table showing hourly movements for various dates from March 6 to March 29, 1996.

FT-SE Actuaries 350 Industry baskets

Table showing FT-SE Actuaries 350 Industry baskets for various dates from March 6 to March 29, 1996.

Additional information

Additional information on the FT-SE Actuaries Share Indices is published in Saturday issues. The FT-SE Actuaries Share Indices are calculated by FT-SE International Limited in conjunction with the Faculty of Actuaries and the Institute of Actuaries.

FOR FURTHER INFORMATION A COPY OF THE ANNUAL REPORT AND ENVIRONMENTAL REPORT PLEASE CONTACT: EVC INTERNATIONAL, 100 REGENT STREET, LONDON W1B 4AL. TEL: 01-235 3333. CO-OPERATION CENTRE, BULLINGTON ROAD, SOUTHAMPTON, HANTS, RG5 2AA. TEL: 01-235 3333. FAX: 01-235 3333. E-MAIL: INFO@EVC.CO.UK



WORLD STOCK MARKETS

Table of stock market data for various regions including Europe (Austria, Greece, Italy, Norway, Poland, Switzerland), Asia (Japan, Korea, Taiwan, Singapore, Malaysia, Indonesia, Thailand, South Korea), and Africa (South Africa).

Table of stock market data for Europe (France, Germany, Spain, Portugal, Netherlands, Sweden).

Table of stock market data for Europe (Finland, Denmark, Belgium, Luxembourg, Greece, Ireland, Portugal, Spain, Switzerland).

Table of stock market data for Europe (France, Germany, Spain, Portugal, Netherlands, Sweden).

Table of stock market data for Europe (Finland, Denmark, Belgium, Luxembourg, Greece, Ireland, Portugal, Spain, Switzerland).

Table of stock market data for Europe (France, Germany, Spain, Portugal, Netherlands, Sweden).

Table of stock market data for Europe (Finland, Denmark, Belgium, Luxembourg, Greece, Ireland, Portugal, Spain, Switzerland).

Advertisement for Rockwell components for heavy and medium duty trucks and trailers, featuring the Rockwell logo and text: 'Rockwell components for heavy and medium duty trucks and trailers keep businesses on the road to exceptional performance'.

Table of stock market data for Europe (France, Germany, Spain, Portugal, Netherlands, Sweden).

Table of stock market data for Europe (Finland, Denmark, Belgium, Luxembourg, Greece, Ireland, Portugal, Spain, Switzerland).

Table of stock market data for Europe (France, Germany, Spain, Portugal, Netherlands, Sweden).

Table of stock market data for Europe (Finland, Denmark, Belgium, Luxembourg, Greece, Ireland, Portugal, Spain, Switzerland).

Table of stock market data for Europe (France, Germany, Spain, Portugal, Netherlands, Sweden).

Table of stock market data for Asia (Japan, Korea, Taiwan, Singapore, Malaysia, Indonesia, Thailand, South Korea).

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INDICES

Table of stock market indices for various regions including Europe, Asia, and Africa.

US INDICES

Table of stock market indices for the United States, including Dow Jones, S&P 500, and NASDAQ.

AUSTRALIA (Mar 6 / ASX)

Table of stock market data for Australia.

SOUTH KOREA (Mar 6 / KOSPI)

Table of stock market data for South Korea.

Footnote and disclaimer text at the bottom of the page, including 'FT FREE ANNUAL REPORTS SERVICE' and 'Prices on this page are as quoted on the London Stock Exchange...'.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like 'NEW YORK STOCK EXCHANGE COMPOSITE PRICES'. Includes sub-sections for 'NEW YORK STOCK EXCHANGE', 'NASDAQ', and 'AMERICAN STOCK EXCHANGE'. Each entry lists a stock symbol, name, price, and change.

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AMERICAN EXPRESS. THE WORLD'S MOST VERSATILE TRAVEL PARTNER. Includes an image of a globe and the Amex logo.

Continued on next page

LoDo soars further pulp price falls

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NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for stock symbols, prices, and changes. Includes sub-sections for -V-, -W-, -U-, and -X-Y-Z-.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market prices with columns for stock symbols, prices, and changes. Includes sub-sections for -K-, -L-, -M-, -N-, -O-, -P-, -Q-, -R-, -S-, -T-, -U-, -V-, -W-, -X-, -Y-, and -Z-.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for stock symbols, prices, and changes.

Advertisement for Belgium with the text 'Have your FT hand delivered in Belgium' and 'Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day.'

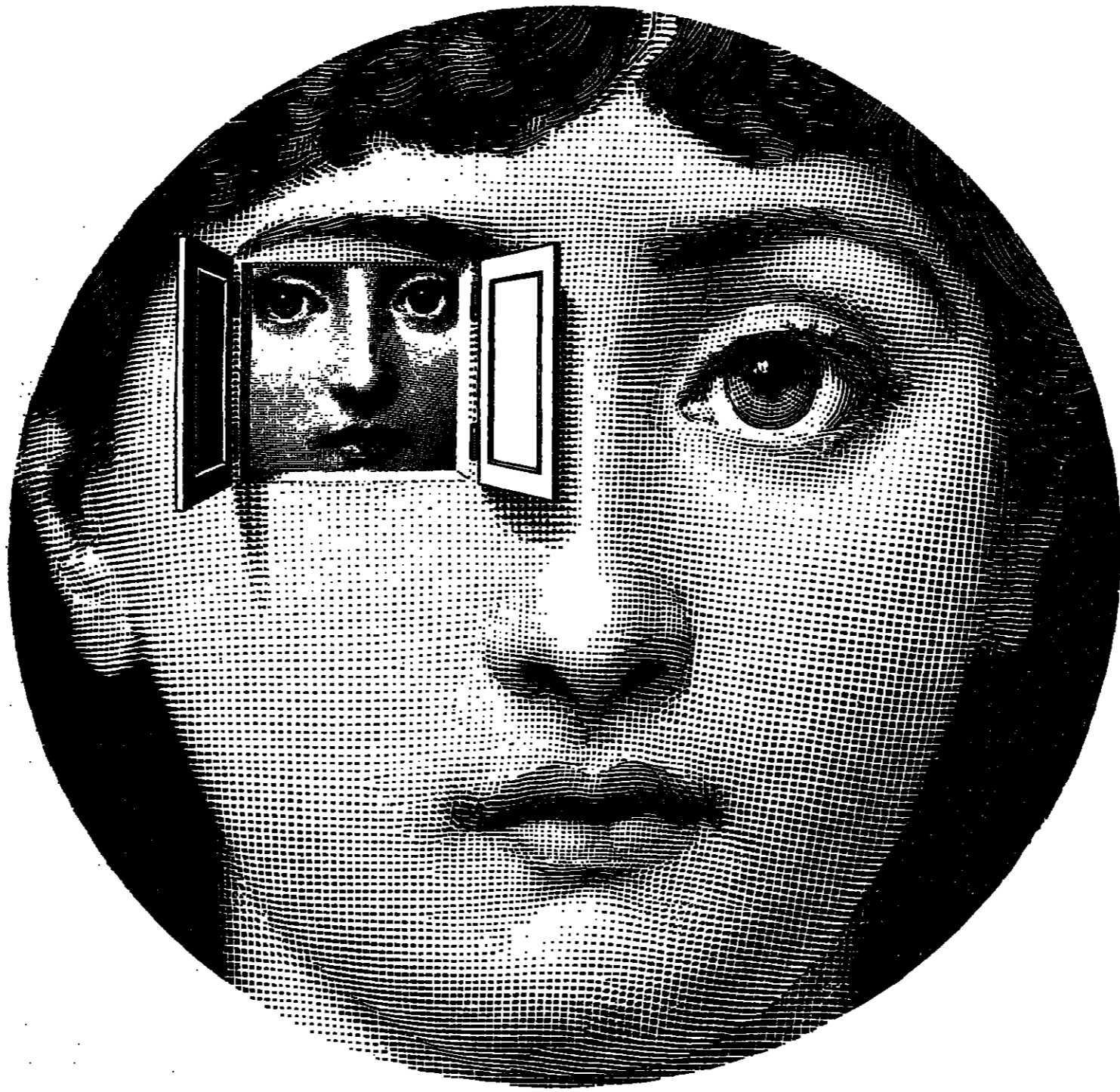
Continuation of NASDAQ National Market prices from the previous page, including sub-sections for -G-, -H-, -I-, -J-, -K-, -L-, -M-, -N-, -O-, -P-, -Q-, -R-, -S-, -T-, -U-, -V-, -W-, -X-, -Y-, and -Z-.







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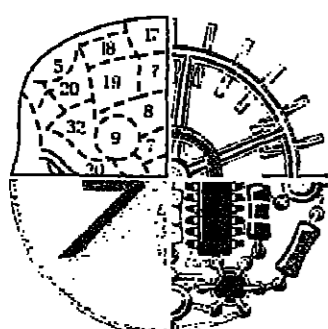
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## TECHNOLOGY

## Worth Watching - Vanessa Houlder



## Free agents target Web users

The development of "intelligent agents" is allowing advertisers on the World Wide Web to target their message at specific groups of individuals.

Agents, Inc. a Massachusetts-based company, is offering Web users a free agent - software acting over a network without direct supervision - that can be instructed about the user's musical tastes, favourite films, age, gender, post code and so on. Once the advertiser has decided on the profile of the target consumer, the agents ensure that the message is delivered to the appropriate individuals.

Agents, Inc. US, tel 617 2345400; 617 2345414.

## Understanding the circadian clock

The "circadian clock" is the mechanism that ensures that the body's internal rhythms, such as sleeping and waking, are synchronised with day and night. Until recently, there has been little understanding of how the circadian clock functions, although two genes - called period and timeless - involved in the working of the clock have been identified in *Drosophila* (fruit flies).

A possible mechanism has been put forward in today's Nature by scientists at the Howard Hughes Medical Institute at Brandeis University in Massachusetts and The Rockefeller Institute in New York.

Biochemical studies on *Drosophila* showed that their circadian clock was governed by a complex of proteins encoded by the two "clock genes". The fly's timeless protein, Tim, appears to degrade in response to light, triggering all the other effects controlled by light and dark.

Howard Hughes Medical

Institute: US, tel 617 7363160; fax 617 7363164.

## Cutting the cost of mobile calls

Much of the expense of making a call from an office to a mobile telephone is the charge levied by BT or Mercury to route the call through their networks to the cellular networks.

The cost of peak time calls to mobile telephones could be nearly halved by using a cellular transceiver to bypass the BT or Mercury leg of an out-going call, according to Wavetech, a Hertfordshire-based supplier.

Its Phonocell SX transceiver, which costs £1,500, cuts peak time call costs to 17.5p per minute.

Wavetech: UK, tel (01707) 323223; fax (01707) 323703.

## Beating towards glass

Glass is a more suitable material than metal for making some types of precision bearings, according to German researchers. The Fraunhofer Institute for Applied Optics and Precision Engineering in Jena has built scanning equipment that uses high-quality, air-lubricated bearings. Using glass instead of metal avoids the risk that components will deform. The glass is also suitable for making bearings in precision measuring and test equipment.

Fraunhofer Institute for Applied Optics and Precision Engineering: Germany, tel 3641323313; fax 3641323604.

## Camera aid tube bending

Computer-controlled machines for bending tubes and pipes have been in use for more than 20 years. But automating the measurement and inspection processes has proved difficult.

Addison Tube Forming, a Preston-based company, has worked with the University of Manchester to develop a system that uses video cameras to take pictures of the tube from several directions, from which it can construct a 3D image of the component. The system is calibrated against an object that has a large number of accurately measured features.

Addison Tube Forming: UK, tel (01772) 34511; fax (01772) 323227.

## Anna Kochan looks at the role of robotics in electronics production and a sewing application



## ROBOTICS AT WORK

Robots are taking on ever more varied and exotic roles in the electronics industry, driving human workers out of domains where their presence would be unwelcome or impossible. The cleanrooms used by semiconductor manufacturers are getting cleaner, and a human could never satisfy the demanding standards of cleanliness which the industry expects.

Also, with the increasing use of vacuum working by the chip makers, robots are taking on yet more traditionally human duties. In disc drive assembly, robotics is widespread because of the intricacy of the work, and rising quality standards, pose extreme problems for manual workers. In printed circuit board (PCB) manufacture, meanwhile, quality and cost issues are driving companies to automate, particularly those competing with south-east Asian, low-wage countries.

Not all the tasks performed by robots in the electronics industry are difficult. In semiconductor manufacture, the robot can carry out undemanding tasks - such as loading silicon wafers to and from the various machines that process them - in an environment where human presence is undesirable.

"A semiconductor plant today has to be 1,000 times cleaner than an operating theatre in a hospital. You can't clean up a person to that extent. Even a slight brush of an eyebrow would create such a cloud of dust that production lines would have to be closed down. As a result, every semiconductor manufacturer uses robots," says Rick Palmer of French-based robot manufacturer Staubli Unimation.

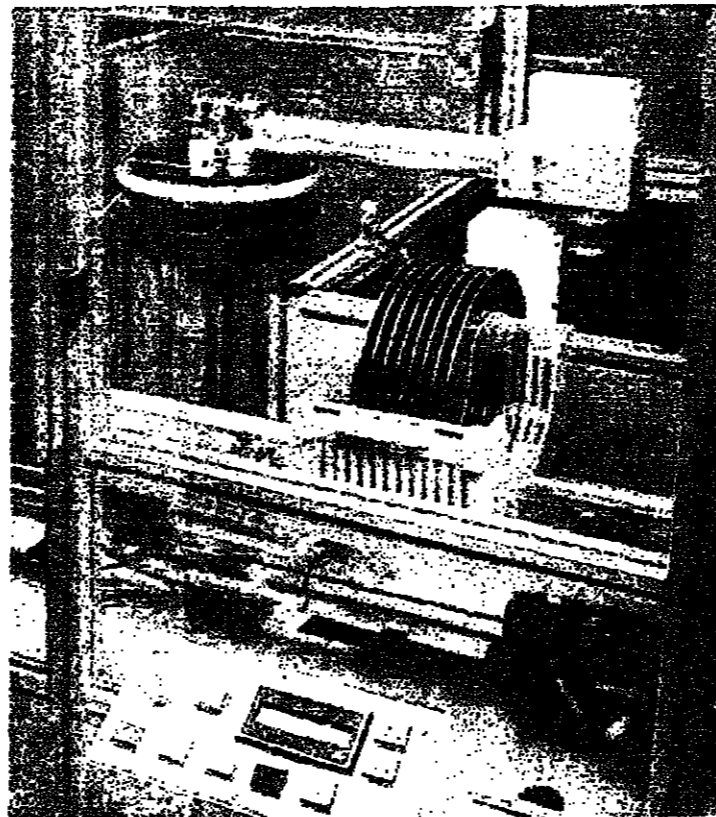
But if the tasks are repetitive, the robots themselves are often very specialised and costly because they are increasingly required to operate in a vacuum.

In the disc drive sector, the leading factor in the automation decision is cost, says Joan Pinder, executive director of the California-based International Disc Drive Equipment and Materials Association.

"The most automated disc drive factory in operation today is in Japan where space is at a premium and labour is expensive," she says. It was built by Matsushita Kotobuki Electronics, the manufacturing arm of US disc drive producer Quantum, and produces about 50,000 disc drives a day using 400 people and 150 robots.

On the other hand, Seagate,

## Clean machine



Robots test the performance of discs used to store information in a drive

Quantum's main competitor, has manufacturing facilities in Singapore and Taiwan where low-cost labour is available. It produces about the same volume of drives with a workforce of 25,000, Pinder estimates. The factories use robotics only where absolutely essential.

Seagate gains one big advantage by favouring manpower. Disc drive technology is evolving very fast, and although robots are flexible enough to cope with new products, they do require appropriate modification and refitting, which can be costly, says Pinder.

The downside of using operators instead of robots is that quality may suffer. Disc drive assembly, explains Pinder, is an intricate operation, involving the precise location of one component on top of another, and the application of pressure. Cleanliness is also crucial to

very hard surface that takes seven days to harden and dry.

Robots are expected to play an increasing role in disc drive manufacture, largely because of the miniaturisation of components, says Pinder. As heads and discs become smaller, manufacturers will be forced to introduce more robots because operators will not be able to assemble them without using a microscope - and that is far from practical, she believes.

Staubli currently claims to be the only robot manufacturer offering a Class 1 cleanroom robot but many others are entering the market, including Japanese companies Yaskawa Electric and Hirata Kiko.

In PCB manufacture, a robotic solution is the only way of automating the insertion of odd-shaped components, such as transformers, capacitors, pins, connectors, fuses, sensors and springs, that high-speed insertion machines dedicated to standard axial and radial components cannot handle. Although the task can be performed manually, it is operator-intensive and also susceptible to operator error because of the similar appearance of many components.

"We automate as much as we can to cut down on errors," says Grayson Dias, manager of engineering at Hitachi's plant in Hirwaun, South Wales, where colour television sets and computer display monitors are produced for the UK and European markets. "PCB production is currently at a 93 per cent level of automation and this includes six robots for mounting odd-form components on to boards."

However, he adds, automation levels are not quite as high in the South Wales plant as those in the company's Japanese plants because of the shorter production runs, which make automated solutions more costly and more difficult to justify.

"We benefit from seeing what our companies in Japan are doing, but then it is up to us to calculate what technologies we can afford and which will give us our required three-year payback."

Because of the operator-intensive nature of odd-form component insertion, many companies competing with south-east Asia are forced to automate it, says Joe Morris, director of PMJ automec (UK), a Finnish-owned company which delivers more than 100 robotic insertion cells to industry a year.

The PMJ automec cell, which sells at between £120,000 and £150,000, replaces three operators on each shift. It has enabled customers to cut costs, he says, and thereby maintain production in-house which would otherwise have been transferred to south-east Asia.

## A case of pins and needles

Robotic sewing technology developed for automotive applications could soon be adopted by the clothing industry if a research programme funded by the German government proves successful.

The project, which has begun by focusing on stitching skirts, is being led by Moll, the Aachen-based specialist in sewing technology which has pioneered robotics for stitching upholstered car parts.

Sewing is traditionally labour-intensive, and whether a factory makes jeans or head rest covers, the scene on its shopfloor is much the same: large numbers of operators sit in front of sewing machines, manipulating pieces of material under a sewing needle, surrounded by piles of cut fabric and partly sewn product.

Little automation has been introduced into this environment because of the floppy, stretchy and clingy nature of the component parts.

In the Moll approach, a robot manipulates a sewing head in three-dimensional space around the fabric components which are held together in a specific configuration by a patented tooling system.

At the start of the cycle, an operator loads the component pieces making up one product to the robotic cell. These are then seized by the tooling system which automatically pre-assembles them on to a dummy whose shape is identical to that of the end product.

"This dummy holds them in place during the sewing cycle and then collapses so that the stitched item can be removed."

Further enhancements to the system should enable rolls of textile to be cut and stitched automatically without any operator intervention.

"If we are successful, it will mean that textile components can be produced without direct labour and that sewing becomes an industry that is not wage cost-based but capital cost-based," says Barton.

"This will give manufacturers the freedom to locate sewing operations where they are needed and not to be forced to seek out low-wage economies."

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BO HEDFORS,  
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A Serb holds a book on Tito as he passes buildings set alight by other Serbs giving up the Sarajevo suburb of Ilidza

## ZAGREB AND BELGRADE IMPROVE LINKS

By Laura Silber in Belgrade and Harriet Martin in Sarajevo

Croatia and the Serbian-led rump Yugoslavia yesterday agreed to restore telecommunications and transport links in an important step towards normalising relations broken since their 1991 war. The deals were signed after talks in Zagreb between Mr Milan Milutinovic, foreign minister of Yugoslavia, and Mr Mata Granic, his Croatian counterpart. The two sides agreed to reopen the Zagreb-Belgrade highway and railway, the main overland commercial routes between central and south-eastern Europe before 1991.

The accords also provided for the restoration of aviation and full telecommunications links, the reopening of the Adriatic oil pipeline, and broader consular functions for the still modest

delegations in each capital. Officials said each agreement would be implemented within the next month.

Diplomats say the Serbian-Croatian normalisation process would help to ensure a smooth handover of one remaining rebel Serb enclave to Zagreb government control via a UN transitional force that will arrive next month.

In another development, the US said yesterday it would make \$100m available to arm and train a Muslim-Croat Federation army, despite fears the move could undermine efforts to disarm the former warring sides.

Mr James Pardew, a US special representative in the Balkans, yesterday dismissed European fears that the arms control process would be disrupted by the US "train and equip" project.

After meeting Nato ambassadors in Brussels, he told reporters: "We want to

reduce weapons in Bosnia," but added that security could also be helped by improving "the quality of the Federation force". Details of the military funding will be released on Friday.

The US announcement came as the Bosnian prime minister, Mr Hasan Muratovic, last night criticised the Nato-led peace implementation force (Ifor) in Bosnia for doing nothing to prevent the widespread burning and looting of homes and factories in the last two of five Sarajevo suburbs which are being transferred from Serb to federation control.

One of the suburbs, Ilidza, was due to be handed over to the federation today. Although increased numbers of Ifor troops have been patrolling the streets, the Nato-led force has refused to detain young Serb men openly looting and setting buildings on fire.

## Ministers support German proposal after Caribbean crash EU backs airline safety call

By Caroline Southey in Brussels

Transport ministers yesterday backed a German call for an EU regime to improve airline safety standards, including the possibility of barring airlines from third countries entering EU airspace on safety grounds.

Mr Matthias Wissmann, the German transport minister, said ministers had responded positively to his call for a European safety certificate for airlines.

Mr Wissmann has advocated a blacklist which would "name those states whose aviation supervisory authorities, in the opinion of EU member states, do not adequately check and supervise the maintenance of international safety standards by the airlines registered with them".

The German campaign for EU-wide measures comes in

the wake of an airline crash off the Dominican Republic early last month in which 164 German tourists were killed.

The aircraft was operated by a small independent Turkish airline, Birgenair, which went into receivership earlier this week.

An investigation into the crash established that pilot error was responsible for the accident. The aircraft was under lease to the Dominican airline, Alas Nacionales.

Mr Neil Kinnock, EU Commissioner for transport, said a high-level working party of member state and commission officials would present proposals on the issue to the next council meeting.

"The terms of reference are very broad and will examine all aspects of aviation safety regulations," Mr Kinnock said. He said ministers had recog-

nised the need for a union-wide regime to control and monitor aviation standards, and suggested that the system of controls operated by port authorities could provide useful guidelines for airport authorities.

EU officials pointed out that EU co-ordination was essential if member states were to act uniformly against targeted countries or airlines.

Mr Kinnock said that, as well as tightening controls on third countries operating in EU airspace, complementary measures might involve providing EU experts to help improve shortcomings in third country aviation standards.

EU officials said Europe could look to the US Federal Aviation Administration, which maintains a blacklist but also helps countries to assess the quality of their airline supervision. ■ Mr Neil Kinnock, EU trans-

port commissioner, said there had been a "satisfactory and significant change" among transport ministers towards an EU-wide mandate to negotiate an "open skies" air deal with the US.

There was broad agreement that ministers should discuss "sounding out the US" about a common EU approach at the next council meeting in June.

However, transport ministers remained divided on the issue yesterday, with the UK and France firmly opposed to ceding any negotiating powers to the union on traffic rights.

A majority of member states appeared in favour of the EU presenting a common front on non-traffic right issues, such as competition policy.

However, Mr Kinnock said he did not "take the view that traffic rights can be excluded" from any mandate.

## Greeks face Olympic grilling

By Karin Hope in Athens

Greece's transport minister, Mr Haris Kastanidis, faces a grilling in Brussels today over political interference in the day-to-day running of Olympic Airways, the struggling state carrier which is being restructured with European Union assistance.

Not only did the government appoint former prime minister Andreas Papandreu's personal pilot as the airline's general manager last November, it also chose a new board of directors dominated by members with close ties to hardliners in the governing Socialist party and Olympic's militant unions.

Some airline officials claim the new board's blocking of reforms proposed by Professor Rigas Doganis, the international aviation industry expert who took over as chairman and chief executive a year ago, is endangering Olympic's chances of survival. Said one senior official: "The board has rejected an alliance with Cyprus Airways and is blocking a product relaunch and frequent-flyer programme. These are crucial to meeting revenue targets for this year."

The issue of political meddling will be raised today when Mr Kastanidis meets Mr Neil Kinnock, the EU transport commissioner, as will concerns about an extra Dr 11bn (\$45m) in state aid to Olympic last year which was not approved by

Brussels. The Commission is to decide next month whether Olympic has made enough progress to qualify for the second tranche of a Dr54bn capital injection agreed under a three-year rescue plan launched last year.

Airline executives say they did not ask for the extra funds, which were proposed by Socialist MPs to boost pension packages offered to Olympic employees willing to take early retirement. About 1,700 out

of Dr591bn were written off last year under the restructuring programme.

Under Prof Doganis, Olympic posted profits of Dr6bn in 1995 - the first year since the 1970s that it has managed to stay out of the red. This was despite an estimated 10 per cent fall in tourism to Greece, the carrier's main source of income.

A report by Alan Stratford and Associates, consultants hired by the Commission to assess the first year of restructuring, says the programme "has already had a significant positive impact".

The carrier boosted traffic by more than 20 per cent on long-haul routes to the US, South Africa and Australia, which usually cater mainly to ethnic Greeks. It plans to add extra flights this year to meet increased demand from international travellers.

Revenues from domestic flights, where Olympic suffers financially from having to keep Aegean island routes open year-round, improved by 18 per cent on a 7 per cent increase in fares.

Airline managers also met another Commission requirement by accepting a strategic plan aimed at making Olympic the dominant regional carrier by the end of the century, through strategic alliances with other eastern Mediterranean airlines, buying new medium-sized aircraft and developing Thessaloniki airport in northern Greece as a hub for the Balkans.

## Brussels will raise the issues of political meddling by Athens and extra state aid

## Belgian power contracts doubt

By Neil Buckley in Brussels

The European Commission is planning to investigate contracts between Electrabel, the privately owned Belgian electricity company, and the country's municipalities, which it believes may contravene European competition law.

Mr Karel Van Miert, the competition commissioner, has told a Flemish minister that aspects of recently renegotiated contracts between Electrabel, which supplies 92 per cent of Belgian electricity, and the municipalities "could raise serious doubts about their

compatibility with the competition rules".

Mr Van Miert says he is concerned that "intercommunales" - companies set up by groups of municipalities to handle electricity distribution, often in partnership with Electrabel - are being offered stakes in Electrabel if they prolong their contracts by 30 years.

The commissioner said the new contracts, including a clause with an "almost exclusive" obligation to Electrabel, were an "attempt to block any step forward in energy liberalisation, even modest, for several decades".

Mr Van Miert added that conclusion of a large number of long-term contracts between Electrabel and intercommunales was an EU issue since the contracts together "represent a very important part of the electricity market in Belgium".

Electrabel vigorously denied yesterday that there was anything anti-competitive about the contracts, which it said were not exclusive.

"The municipalities entrusted to Electrabel the mission to produce, on behalf of the intercommunales, the necessary energy for their clientele. The municipalities retain the possi-

bility of being supplied by other means," it said.

It added that contracts were not being prolonged for 30 years from the present, but by up to 18 years, to make a total of 30 years, depending on the length of intercommunales' existing contracts. It said electricity supply contracts with Belgian municipalities had traditionally lasted 25 or 30 years.

Electrabel said its offer to sell shares to intercommunales was made in response to the intercommunales' own desire, expressed in the early 1990s, to get involved in electricity generation.

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ARTS

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The art of creative ingenuity

William Packer admires a fascinating exhibition at the RCA

Yesterday at the Royal College of Art, the Jaguar XJ8 went on public show for the first time, the latest car in a line that goes all the way back to the E Type. But why the RCA? you might say. In fact there could hardly be a more appropriate place...

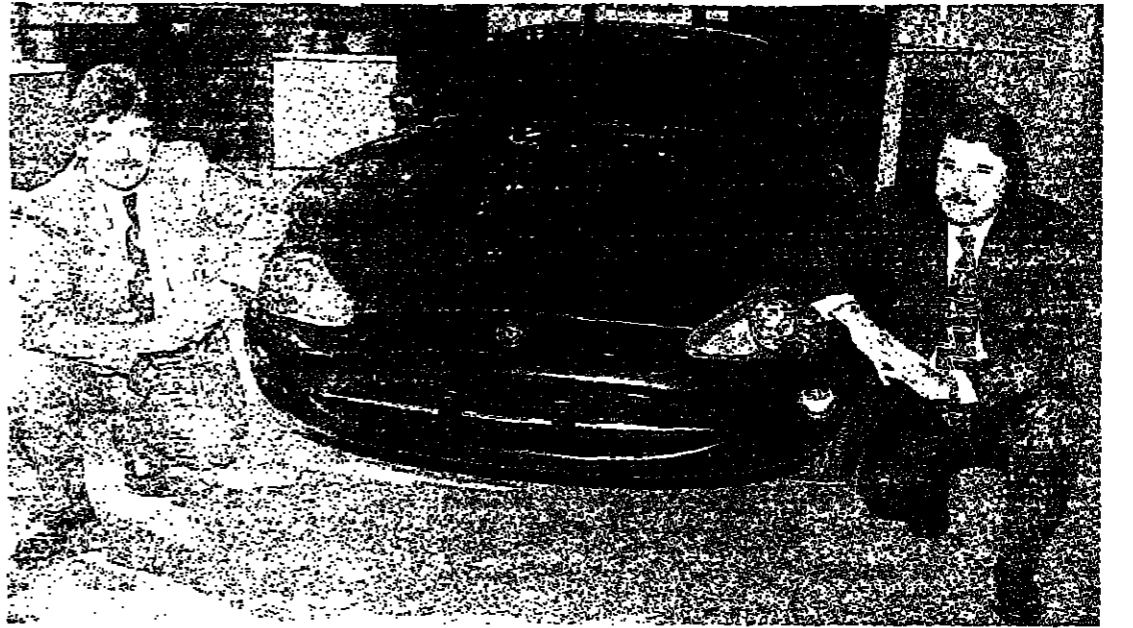
both practice and principle, moving away from the theoretical and analytical basis of Victorian education in design...

museum - a fine case of the artist-designer's immediate needs devolving in the public interest.

The point so effortlessly made is not so much that art and design go together, but that at the highest level they are inseparable aspects of the same thing.

The truth is that true artists are designers too, and designers artists: and it is the imaginative freedom and open-endedness of the one...

That point again could hardly be better demonstrated than in the section given to the college between the wars, when William Rothstein was principal and such artists as Henry Moore, Barbara Hepworth, Edward Bawden, Eric Ravilious, Enid Marx and Paul Nash among its teachers and students.



RCA graduates Fergus Pollock and Geoff Lawson with the new Jaguar XJ8

printing to advertising illustration, was assumed as a matter of course. Since the 1940s, the vagaries and exigencies of government funding have often seemed to force too close a specialisation upon departments.

years of integrated effort have built up. But the college is resilient, as full as ever of ideas and flights of fancy, new technology and old tricks.

Design of the Times - 100 years of the Royal College of Art, Kensington Gore SW7, until March 20; sponsored by LG Electronics.

Irish theatre in London

Hate the sins but love the sinners

Occasionally a theatre production arrives at a moment when, by coincidence, its resonance is amplified by external events. Patrick Mason's excellent Abbey Theatre revival of Frank McGuinness's 1985 play comes to London just as hopes of a renewed Irish ceasefire are, it seems, finally buried.

UVF volunteers from the north coast and a brace of swaggering Belfast bores - the individual tensions and conflicts dissolve imperceptibly into an affirmation of communal identity, thanks to McGuinness's finely geared writing.

This precision is sacrificed at times during the overlong third act depicting pairs of the men on leave, but McGuinness and Mason continue to muster moments of plangent power as Pyppe and Craig become lovers on an island in Lough Erne, and the Coleraine men try to find courage on a rope bridge on the Antrim coast.

Ian Shuttleworth



Anna Manahan and Marie Mullen: superb in Martin McDonagh's 'The Beauty Queen of Leenane'

Bleak, black comedy from Galway

Several years ago, the Irish novelist and playwright Dermot Bolger told me why he, and other writers of his generation, were keen to set their work in an urban context. It was to get away from the lingering idea that the real Irish were characters out of Synge, redeemed by charm, blarney and poteen.

some giant toad, issuing orders, while Maureen stamps around hatchet-faced, retorting with insults. But the comedy becomes progressively bleaker after the frustrated Maureen finally bags a man at a local party.

While writers frequently focus on married couples soldered together by hatred and mutual resentment, McDonagh investigates the same strange phenomenon between relatives. Who is the more unhinged of the two women? Who is the more cruel? And why and how did their hatred begin? These are questions to which he offers no answers.

mother also loathes them. And the switch from these trivial acts of cruelty into fully-fledged brutality is so well done that the night I was there the audience gasped. Garry Hynes's staging, a co-production between the Royal Court and the Galway-based Druid theatre company, expertly charts every nuance of hatred.

Sarah Hemming

Royal Court Theatre Upstairs, London SW1 to March 23 (0171-730 2554).

Talent and tension: best of the Beatles

Now this is more like it. The release of the first volume of The Beatles Anthology, in tandem with the insipid 'Free As A Bird', threatened to bring a much-loved legend into serious disrepute.

Let us quickly pass over the terrible 'Real Love', the second, and surely the last, exercise in beyond-the-grave mixing skills. Anthology II kicks off at the height of Beatlemania, and even unearths a couple of mediocre unreleased songs, 'If You've Got Trouble' and 'That Means a Lot'.

Paul McCartney struggled not to be left behind. But he countered with 'Eleanor Rigby', represented here by George Martin's deft arrangement for double string quartet, and the Motown-influenced 'Got To Get You Into My Life', an early take of which shows just how much these songs

were developed in the studio. The Budokan performances of 'Rock and Roll Music' and 'She's a Woman' from June 1966 illustrate the double-life the Beatles were now living: restless innovators in the studio, tired teen idols on the road.

Throughout 1987, the creative tension generated by Lennon and McCartney's rivalry continued to produce masterpieces. Lennon's 'I Am The Walrus', without Martin's remarkable cello arrangement, is compelling in its own right; McCartney's plaintive demo of 'The Fool On The Hill' is extraordinarily polished.

Peter Aspden

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Richard Lopez

# PERU

## Post-recovery task is to heal divisions

President Fujimori has beaten economic failure and terrorism. But there is still much to do, reports Stephen Fidler, not least in increasing equality and political diversity

Since the start of the decade Peru has been transformed from an economic disaster area into one of Latin America's fastest growing economies. Much of this has been the work of one man, President Alberto Fujimori, elected in 1990 and re-elected overwhelmingly in April of last year for another five-year term.

Opinion polls suggest that Peruvians have recovered from the abject pessimism that pervaded Peru in the 1980s and have become by far the most optimistic population in Latin America. The subduing of terrorism and the stabilisation of the economy has created "a kind of post-war euphoria", says Mr Manuel Torrado, managing director of the Lima-based polling company, Datum International.

According to the pro-democracy think-tank Agenda: Peru, terrorism and the economic crisis turned Peru, in effect, into an archipelago. It comments: "In an already poorly-integrated nation, divisions deepened between the provinces and metropolitan Lima, between the countryside and the city, between shanty towns and suburban neighbourhoods, between regions which could be visited safely and war-torn emergency zones."

Mr Fujimori's policy successes have started the process of knitting these islands together and of reintegrating the country into the world economy.

Since 1990 the government has quelled a terrorist threat that challenged the state's survival. The government estimates its toll over 15 years at 80,000 lives and economic losses of \$30bn.

It has also brought government finance under control, strengthening tax collection, cutting spending and eliminating subsidies through privatisation and other measures. It ended indexation of public sector wages, finished with price controls, dismantled the system of multiple exchange rates and introduced tight monetary policy. It opened the economy, with average tariffs falling to 16 per cent in 1994 from 66 per cent in 1990.

The government has won back for Peru the good graces of the international financial system from which it was excluded for almost seven years due to its policy of not paying its debts.

Nonetheless by most measures Peru remains - and will remain after expected debt accords with commercial banks and creditor governments this year - among the most indebted countries in Latin America.

Added to this the country's current account deficit last year approached 8 per cent of gross domestic product, close to the levels in Mexico before last year's financial crisis.

This is being easily financed at present and Peru's foreign exchange reserves have risen to more than \$6bn. But in the medium-term Peru remains

highly dependent on the Washington-based international financial institutions, whose imprimatur and money is needed for both debt agreements to go ahead.

While a modest deviation from the International Monetary Fund's framework does occasionally take place, as during the government spending spree before last April's presidential elections, the country must quickly return to the fund's line. Discretion over macroeconomic policy, says one Peruvian finance official approvingly, has been almost completely ceded to the IMF.

The result of this has been to bring inflation down to 10.2 per cent last year from 7,650 per cent in 1990. Growth since a recession year in 1992 has been the fastest in Latin America.

Economic stabilisation and pacification has already benefited many poor people. According to a World Bank report presented to donor countries last October in Paris, a net 887,000 jobs were created in Peru between 1991 and 1994.

Though most of these jobs were apparently in Peru's huge informal sector, consumption by all income groups has increased substantially. For the poorest 20 per cent of the population, it grew by 32 per cent in the four years, compared with the average 29 per cent. Bank officials say an important part of this increase can be attributed to the government's success in controlling terrorism, allowing farmers, for example, to take their produce to market once more.

Yet the report also describes how much ground Peru has to make up. After world-beating growth of 13 per cent in 1994, Peru just managed to claw its way back to the per capita GDP levels of 1985. With 1995's growth at 6.7 per cent, GDP returned to 1988 levels.

Real spending per student in education is just one fifth of what it was in 1970 and an estimated 98 per cent of children do not have school textbooks. Health spending during 1994 amounted to only 1.9 per cent of GDP, \$17 for every Peruvian.

Poverty, though reduced, remains widespread. The World Bank estimates some 55 per cent of Peruvians were poor in 1991, a proportion which had fallen only 5 percentage points by 1994.

The bank comments: "The programme of reforms, together with public order, benefited the poor... However, much of these past improvements are catch-up efforts as the economy has been reoriented to the market and terrorism eliminated. Such dramatic consumption increases will not be easily reproduced in the coming years."

The bank concludes: "The challenge now for Peru is to improve the quality and coverage of education, health and nutrition, especially for the poorest..." - and that in the context of continued IMF-inspired budget stringency.

Many businesspeople agree that the government has no time to rest on its laurels. Mr Juan Francisco Raffa, a prominent businessman, says: "Peru is on the right road to achieving development. However we are at a crucial point... We still require a tremendous number of reforms to achieve the results we have to."

These include, he says, modernisation of the armed forces, a project which may have been put back by the border war last year with Ecuador. He sees failings in infrastructure, in ports, in the postal service and in a corrupt judiciary. The latter is "a liability that's going to cost Peru a tremendous amount of money" by deterring investment, he says.

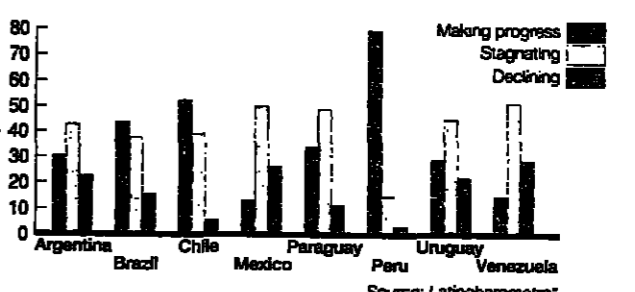
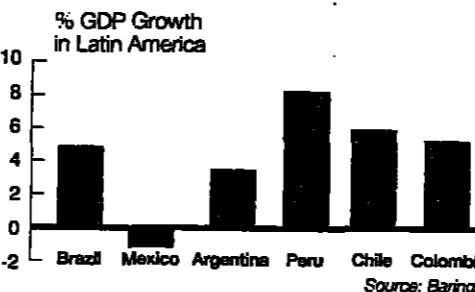
While the government has declared its intention to move

Continued on page 4

### EJERCITO DEL PERU



President Fujimori's populist style is based on constant contact with voters. Here, dressed in traditional clothes, he meets Aymara Indians in Pesto Grande, 1,200kms from Lima



#### A LEADING ECONOMY

According to Barings estimates, Peru's economy has shown the greatest growth rate in Latin America over the past three years: an average 8.9%.

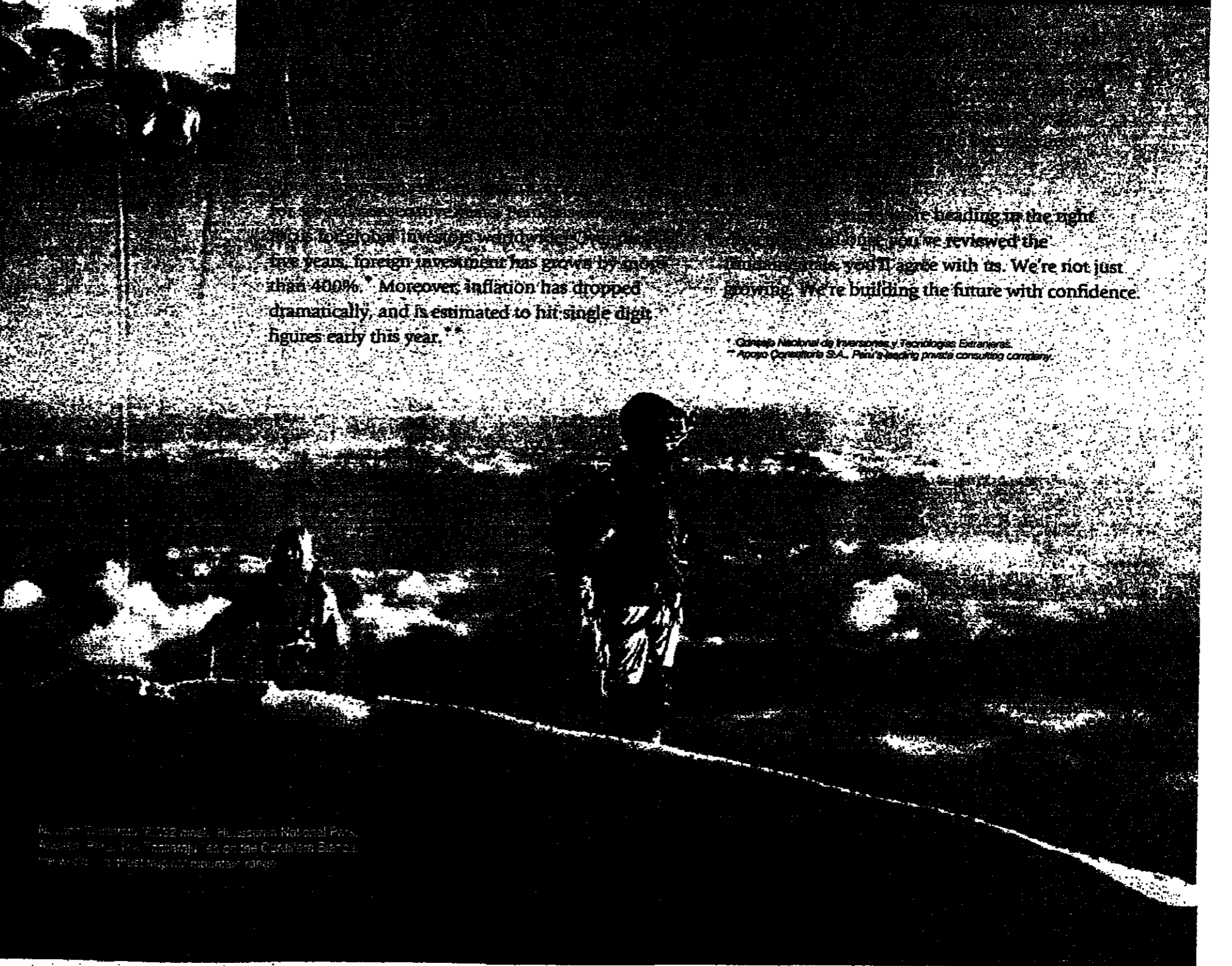
#### A CONFIDENT SOCIETY

In a survey conducted in eight countries, Peru had the largest group of interviewees who think their country is making progress (79.4%), and trust the government (69.5%) and private companies (70%) to play a key role in developing the nation. Also, Peru is the country where the majority of those interviewed think foreign investment is beneficial (83.2%) and are in favour of Latin American integration (74.3%).

\* Latinobarometro regularly surveys Latin American public opinion. It is sponsored by the European Union and receives technical assistance from experts at Eurobarometer, a public opinion surveying tool used in Europe since 1973.

# PERU

## Rising to the Challenge



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Economy by Stephen Fidler

Deficit prompts call for reform

Fiscal tightening and efforts to cut the imbalance in trade are aimed at averting a crisis

Peru escaped virtually unscathed from the Mexican financial crisis that exploded in December 1994. But of all the main Latin American economies last year it was Peru whose current account deficit came closest in size to Mexico's before the crash.

Mr Lars Schouander of Barings Securities in Lima says: "I'm worried about the deficit, if for no other reason than there isn't a single potential investor who doesn't ask about it."

Peru recorded a current account deficit - the overall balance of trade, services and financial transfers such as interest and dividends - of \$2.88bn in the first nine months of last year. This is more than double that of the same period in 1994, and suggests a shortfall of about \$3.7bn is likely for the full year.

According to Mr German Suarez, president of Peru's central bank, the 1995 current account deficit reached about 7.5 per cent of GDP. This compares with Mexico's 1994 deficit of 8 per cent.

Mr Suarez is naturally quick to differentiate the Peruvian and Mexican cases, although some of his arguments are similar to those heard in Mexico in 1994.

First, he says, a large proportion of Peruvian imports are capital goods, needed for the manufacture and production of future exports.

According to the figures for the first nine months, 31 per cent of imports were defined as capital goods and a further 42 per cent as intermediate goods. Although Peruvian statistics should be handled with care, there is other evidence to suggest capital goods imports are strong. For example, the newly privatised telephone company invested some \$700m in the first half of last year, while Southern Peru Copper imported \$100m of trucks for its mining operations.

The central bank head also

argues that the dependence on short-term capital that finally sunk Mexico is not replicated in Peru. "There is no equivalent of the infamous tesobonos," he says, referring to the Mexican government's dollar-linked bonds that helped intensify the crisis. He adds that of last year's deficit, some two percentage points of GDP were financed by direct investment, including privatisations.

Although privatisations are likely to slow sharply by 1997, other direct investments are set to remain strong. According to a survey by the Apoyo study group, mining sector investments in the next five years could amount to between \$6bn and \$7bn - though some mining companies believe this figure is too optimistic.

Two percentage points were also covered by refinancing of interest payments - some involuntary through arrears, says Mr Suarez. Long-term capital accounted for 0.3 points, while funds flowing into the country from the illegal coca

trade amounted to an estimated \$500m-600m, or another percentage point of GDP. This left about two percentage points financed with short-term capital, much of which was trade finance anyway, according to Mr Suarez. There are other features that differentiate the two economies. Unlike Mexico's, the Peruvian economy has been growing rapidly, expanding the country's debt-servicing ability.

The Peruvian sol may be overvalued - Mr Suarez says that although there has been a modest 18 per cent real appreciation since the early part of the decade, gains in productivity have been substantial - but it is flexible, not pegged like the Mexican peso was.

Furthermore he says that, unlike in Mexico, domestic savings are rising along with investment - the current account deficit being the difference between savings and investment. The investment rate has risen since 1990 from 16 per cent of GDP to close to

25 per cent, but, at the same time, the savings rate has grown, increasing from 12.5 per cent in 1993 to 17.4 per cent last year.

The World Bank, however, has a less sanguine view than Mr Suarez. In a report to last October's Consultative Group meeting for Peru in Paris, the bank said: "The current account deficit is a concern because new spending is being largely financed by short-term bank deposits."

The bank goes on to say that short-term capital inflows should decline, reflecting in part the decline in the repatriation of flight capital. "An important part of the past short-term inflow has been shifting deposits held abroad (the Miami deposits) to foreign currency deposits in Peru. Such readjustments cannot proceed on a similar scale for many years."

Some 62 per cent of bank deposits are in dollars, an important part of which are sensitive to interest rate movements in the US.

A further concern is not so much the currency exposure of the banks, which are reasonably well hedged, but that of their corporate customers, who would suffer in the event of a sharp depreciation of the sol. "The potential problem is that a lot of borrowers of dollars are dependent on local currency revenues," says one close observer. "That is not to say we are on the verge of a crisis, but if we continue in this way, we will get there."

The country also remains one of the most highly indebted in Latin America, even allowing for this year's expected Paris Club Brady debt accords. Based on 1996 estimates, Peru's debt-to-export ratio of 406 per cent compared with Argentina's 345 per cent, Brazil's 262 per cent and Mexico's 171 per cent.

Notwithstanding this, there is one other important factor suggesting the country will not repeat the experience of Mexico - for which 1994 was an election year. The government has been willing to take fiscal and monetary measures to slow the economy in a bid to bring the current account deficit more into line. It has also taken discretion-

ary measures - such as a ban on the importing of used cars - aimed at least in part at improving the current account. The president, Mr Alberto Fujimori, says he believes this measure alone could slide 5 per cent off the deficit, and suggests some estimates point to even more.

The question is to what extent the import ban forms part of a cohesive government strategy. Many disapprove of the measure. Mr Juan Francisco Raffo, a leading businessman, says it reflects a government prone to arbitrary decision-making. "From my point of view, it is bad philosophy; it sent a bad signal."

Nor is the balance of payments the sole factor behind fiscal tightening. Ahead of last April's elections, the government went on a spending spree. A primary fiscal surplus last year of 0.3 to 0.3 per cent of GDP compared with a 0.5 per cent target set by the International Monetary Fund. In the talks now going on to secure a three-year extended fund facility, the IMF is expected to demand a surplus of at least 1 per cent this year.



She trades in local currency, but saves in dollars (Photo: Ron Gilling)

The tightening has coincided with an economic slowdown that would have happened anyway. Agriculture output was reduced by a delay in rains, while fishing returned to normal levels after an exceptional

catch in 1994. Economic performance in the banner year of 1994 - when growth reached 13 per cent - was also lopsided, concentrated in the last months of the year and therefore likely to make the 1995

Financial markets by Richard Lapper

New deal fuels price rises

The government's faith in the market has given the market faith in the government

It is a measure of Peru's recent economic progress that Mr Jose Carlos Luque, the president of the Lima Stock Exchange, smiles when he recalls "picturesque" battles with the country's past socialist administrations.

During the 1970s and 1980s governments exercised tight control over the exchange, directly appointing its board and restricting the participation of foreign capital. Under President Alberto Fujimori, however, there has been a sharp change of tack. The exchange's 49 members have regained their commercial freedoms and limits on foreign capital have been completely lifted. Abused as a "defender of imperialism" by President Juan Velasco in the early 1970s and an "anarchist" by President Alan Garcia in the late 1980s, Mr Luque's views are now fully in line with Mr Fujimori's crusade for economic liberalisation. And so far, at least, the results of the new approach have been impressive.

Supported by falling inflation, rising economic growth and the growing faith of international financial markets in Mr Fujimori's economic policies, share values have grown sharply. The Lima Stock Exchange's capitalisation rose to \$11.07bn last year, a jump of nearly 37 per cent on 1994, and an increase of more than 1,000 per cent since 1991.

The climb reflected sharp increases in the prices of the market's most widely traded stocks such as Telefonica, the telephone company. These gains more than offset weaker performances by less liquid shares - the market's general index, which is made up of a basket of some 60 shares, actually declined by 12.12 per cent last year in nominal terms, following returns of between 28 and 52 per cent per year since 1991. So far this year increased

interest from foreign investors has fuelled further price rises with the general index up 12.54 per cent by February 9, and the narrower select index up 18.69 per cent.

The exchange's daily trading volumes have surged. In 1991 an average of 177 deals worth \$2.4m were done each day. Currently an average of 1,809 transactions valued at \$21.1m are transacted daily.

Partly reflecting increased overseas interest, especially from Chilean and Spanish banks and brokers, the price of a stock exchange seat has risen by more than ten times to \$94,000. Mr Luque claims it would be even higher were it not for a government-imposed limit.

Bond issuance has grown in response to two stimuli. The first is falling inflation - prices rose by only 10.33 per cent in 1995, compared to 39.5 per cent in 1993 and 15.38 per cent in 1994. The second is increasing monetary stability. The value of bond trading has moved up from just \$15.5m in 1991 to \$24.02m in 1995.

Taking advantage of the market's buoyancy, the exchange has pushed ahead with an ambitious modernisation plan. Floor trading - which had taken place at the exchange for two hours each day - was scrapped last summer in favour of a new electronic system, developed independently at a cost of about \$1m. The use of independent clearing, settlement and custody facilities has also been extended, with more than 40 per cent of share paper now "dematerialised" - traded according to a system of electronic book entry rather than as physical paper.

Investment bankers, currently flocking to Lima to take advantage of corporate finance and privatisation-linked deals, confirm that the exchange has stolen a march on rivals who were formerly considered to be more developed. "It has become very liquid and efficient," says Mr Pyers Griffith, representative for Deutsche Morgan Grenfell in Lima. "They have leapfrogged some other Latin markets."

Mr Luque accepts that

despite this the Peruvian market is still very heavily dependent on foreign capital and that a sudden shift in international sentiment could damage it. Last year foreign holdings registered at the Securities Depository and Settlement House increased from \$1.485bn to \$1.560bn, with the number of individual investors making use of the service more than doubling from 2,643 to 5,451. And although foreign transactions declined marginally in relative terms, they still account for more than 60 per cent of activity.

In this respect, two of Mr Fujimori's reforms - the development of local private pension funds and the privatisation of state holdings are particularly important. Created in 1993, six private funds now hold total assets of more than \$600m, accounting for roughly half of

The price of a stock exchange seat has risen more than ten times

the country's total pension fund assets. No more than 10 per cent is currently invested in equities, compared with a legal maximum of 30 per cent. But this proportion is expected to increase as a result of administrative changes in 1995.

The law allows Peruvians to place contributions either with the state scheme or with private sector providers. Last year the level of compulsory contributions to the state scheme was increased, reducing its attractions compared with private funds. As a result new affiliates to the private schemes have risen from around 4,000 a month early last year to some 40,000 a month since July 1995.

Mr Alex Zimmermann, an investment manager at AFP La Union, estimates that total flows into the funds are now running at \$35m per month. He forecasts that the total size of funds under management will rise to \$934m by the end of this year and to \$3.318bn by the end

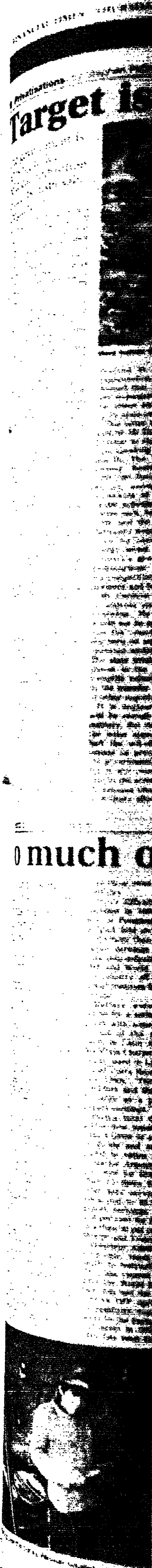
comparisons weak. "The speed of the slowdown has raised questions about whether the government over-shot in its vigour to rein in the economy. Partly as a reflection of this, the central bank has begun to lower its benchmark interest rates once more.

For now the conventional wisdom is that growth will pick up later this year. This, however, will probably not happen before mid-year, leaving some analysts predicting 1996 could be the worst year for growth since 1992's negative 1.8 per cent.

A recent country report from Barings argues that Peru can grow by 5-6 per cent a year until the end of the decade, with inflation, which fell to just 10.3 per cent last year, in single digits.

Others, though, believe that this will require important structural reforms, which does not seem to be high on the government's agenda. On this point, says Mr Augusto Alvarez of the study group, Apoyo. "The government is in neutral." He adds: "Reform of the state is still needed."

Mr Raffo concurs: "We still need a tremendous number of reforms to achieve the results we have to achieve. It's time to move into the next century."



Enterprise Oil advertisement with logo, text describing the company's activities in Peru, and a large stylized 'PERU' graphic at the bottom.

Advertisement for Inversiones Centenario Real Estate, detailing experience, solvency, and reliability, and providing contact information.



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■ The president by Stephen Fidler

# Restless ruler dominates land

**Alberto Fujimori travels constantly while maintaining tight control of government**

The personality of President Alberto Fujimori dominates Peru. "You start off talking about Peru and you finish up talking about Fujimori," says Mr Francisco Sagasti, a political analyst.

The former agricultural engineer and university rector emerged from obscurity to win the 1990 presidential election. He changed the constitution so he could serve a second term. Many Peruvians believe he has his sights set on a third term from the year 2000.

Mr Fujimori's style of government is highly personal. He has defeated most of the traditional alternative power bases in the country, except for the still-influential armed forces. Congress, which Mr Fujimori closed in 1992 and reopened under international pressure, is obedient to him; his cabinet is largely subservient. Political parties are in retreat; the judiciary is corrupt and discredited; and the church is frequently

under presidential attack. Mr Fujimori relies on a small, secretive group of advisers, including his brother, Santiago, and Mr Vladimiro Montesinos, the little-seen security chief who appears to be behind the president's sure grip over the armed forces.

Peru is experiencing all the trappings of the modern phenomenon of "direct democracy". Mr Fujimori consults opinion polls and holds "focus group" meetings. He spends most of his time "pressing the flesh", flying with television crews from one end of Peru to the other on the Boeing 737-500 jet purchased last year by the government "in cash", according to the president.

"He loves cutting ribbons," says one observer. Mr Manuel Torrado, a pollster in Lima, adds: "It's as if he's running a permanent election campaign."

In an interview last month, Mr Fujimori said: "I travel nearly every day. Two days ago, I was in three remote villages. I left three ministers charged with a key task that should result in resolving an important problem. Yesterday, I was inaugurating schools. Today, I'm off to Puno to see tourism developments in the

Uros islands. "Why? Because there is still a bureaucracy, and age-old problems are still unresolved. When I tell a public official to build me an irrigation channel in Caracoto, he asks me where Caracoto is. This channel would resolve the problem of irrigation and drinking water of the town for probably no more than 250,000 soles. It's the key objective for Caracoto. "Later I found machinery, turbines that had been in their boxes for years. Not even the ministry knew where they were. There were no statistics

and nobody listened to the people. If this is a political campaign, they can call it what they like. But I resolve Peru's problems - that's what interests me."

This raises the question of whether such micromanagement can really solve Peru's multitude of problems. Mr Fujimori argues: "I'm constructing models to solve them. I'm not going to be in 1,800 villages to see the condition of the roads, but in five. But the model is in place."

There is, however, a concern - now increasingly evident among businessmen and bankers as well as those who fear Peruvian democracy is under threat - that too much depends on the president. They worry about his populism and wonder who is managing the shop in Lima as he shakes hands the length and breadth of the country.

Mr Fujimori speaks of the state as regulating rather than intervening in the market, but critics say when he speaks of the state he means himself. In a state without effective checks and balances, there is nobody to gainsay Mr Fujimori's sometimes arbitrary decisions.



The president during last year's border conflict with Ecuador



Vote power: the president visits hydroelectric workers during last year's election campaign

## Stability of country is 'brittle'

Continued from page 1 ahead with further privatisation, there are questions about whether it will be able to sustain the reform effort.

This is in part because of political weakness. The US rating agency Moody's expressed concern last month about "the concentration of power in the hands of the president, raising questions about the sustainability of policies in the event of a transition".

Apart from the president and the military high command, with which he has forged an alliance of convenience, there are few power bases in Peru. Mr Fujimori closed Congress and the judiciary in 1992, then, after international protest, brought in a new constitution

that refashioned Congress as a single chamber assembly much more under his control.

Political parties, says the president, "have disappeared from the land". And with the judiciary discredited, the union movement almost defunct and autonomous regional and local authorities entirely absent, there are few checks on the executive.

The president spends most of his time travelling from one end of the country to the other, as if, in the words of Mr Torrado of Datum International, he were on "a permanent campaign". He monitors public views through opinion polls and convenes "focus groups" to discuss the effect of policy on public opinion.

"European style democracy is dying," says Mr Torrado. "It's being replaced by a more direct democracy."

According to Mr Francisco Sagasti, a political scientist in Lima, this institutional vacuum means that the stability

that Peru currently enjoys is "brittle".

The brittleness was reinforced by last year's border war with Ecuador which remains unsettled and which many Peruvians think is likely to flare up again. It is complicated by Peru's role as the largest world producer of coca, the raw material that produces cocaine, on which up to 1m Peruvians depend, directly or indirectly, for their living.

Mr Fujimori deals he is interested in popularity, but

his populist approach seems to many observers to have become more, rather than less, emphatic. Measures such as the ban this year on imports of used cars, which he justified by the need to protect consumers and by the expectation it could bring down the current account, suggest to some a government ready to take arbitrary measures.

Representatives of some mining companies - who could invest up to \$800-700 in Peru over the next five to six years, according to projections by the Apoyo study group - complain about the absence of clear operating rules, saying this will deter investors.

"The state," said Mr Fujimori in an interview last month, "is the regulator of the market not its controller. I'm a defender of the free market, but the state has to act from time to time." The problem, say his critics, is that when Mr Fujimori speaks about the state, he means himself.

### PROFILE Fujimori's opponents

## Pity the politician

The dismal performance of political parties such as Mr Alan Garcia's Apra in the 1990s and their subsequent failure to modernise have ensured that "politician" is today one of Peru's dirtiest words. The older-established parties, Accion Popular, Apra, PPC and the leftist coalition Izquierda Unida together mustered only 17 seats in the 120-member congress elected in April 1995.

New electoral legislation pushed through by Mr Fujimori's obedient parliamentary majority requires any movement which failed to obtain 5 per cent of the popular vote in 1995 to

re-register; for this, at least 400,000 signatures are needed. Accion Popular is the only opposition party to have achieved this. Meanwhile, "Most of Apra support the government," claims Mr Fujimori.

While Peruvian voters still prefer the self-styled "independent", there have been hints of a crack in Mr Fujimori's monopoly. In November's municipal elections, Lima voters spurned government-backed candidates.

Some political analysts see Mr Alberto Andrade, now mayor of Lima, as the first genuine potential challenger

to Mr Fujimori.

"President Fujimori is accustomed to confronting quixotic idealists," says Datum's Mr Manuel Torrado. "But Andrade speaks the same language."

Mr Andrade, though far from being an opponent of government policies, faces a tough few years. His authority is challenged and his budget undercut by Mr Jaime Yoshiyama, who Mr Fujimori has appointed to head the powerful ministry of the presidency.

"Mr Fujimori permits no power for anyone who does not absolutely support him," says Mr Sagasti. He adds:



Alan Garcia: the former president left behind a legacy of distrust

"Independence is not tolerated - and that creates a vacuum."

Sally Bowen

# A Bright New Age for Southern Peru

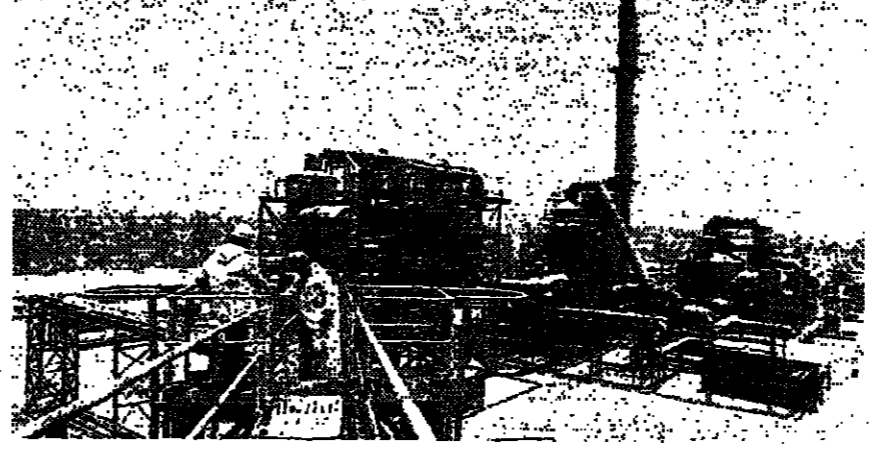
PERU'S RETURN TO ECONOMIC STABILITY FIVE YEARS AGO ENABLED SOUTHERN PERU TO UNDERTAKE A \$ 445 MILLION PROGRAM FOR EXPANSION AND ENVIRONMENTAL PROJECTS. FIVE YEARS LATER THOSE INVESTMENTS ARE PAYING OFF:

■ Our proven and probable ore reserves are double those of 1990 representing 40 years of life. Southern Peru now ranks in the world's top 10 copper producers with more than 557 million pound of annual copper production. ■ Our purchase of the state-owned copper refinery at Ilo completes the integration of our operations and significantly lowers our costs. ■ Our new solvent extraction-electrowinning plant at Toquepala will produce 80 million pounds of copper annually. ■ A new sulfuric acid plant at our Ilo smelter, started in September, will produce 175,000 tons per year and will reduce sulfur emissions substantially. ■ We are finishing a new inland tailings impoundment near Toquepala and in 1993 we constructed a waste-water treatment system at Ilo. ■ Last year we began studies of mine expansions and a possible new smelter at Ilo. ■ We "went public" this year. Our new common stock now can be purchased on the New York Stock Exchange and the Lima Bolsa under the stock symbol PCU on both exchanges.

We're proud of our growth and we're proud to be a part of the continuing growth of Peru!



Solvent Extraction - Electrowinning



Sulfuric Acid Plant







## 6 PERU

## Business traveller's guide

## Population

Almost 26m. Main towns and cities: Lima (almost 8m inhabitants), Callao (640,000), Arequipa (619,000), Trujillo (509,000) and Chiclayo (412,000). Ethnic breakdown: Indian (45 per cent), Mixed race (37 per cent), European (15 per cent), Other (3 per cent).

## Languages

The main official language is Spanish: the mother tongue of 70 per cent of the population. The Indian languages Quechua and Aymara are official in some regions. Indian tribes in the Amazon basin speak numerous other languages.

## Entry

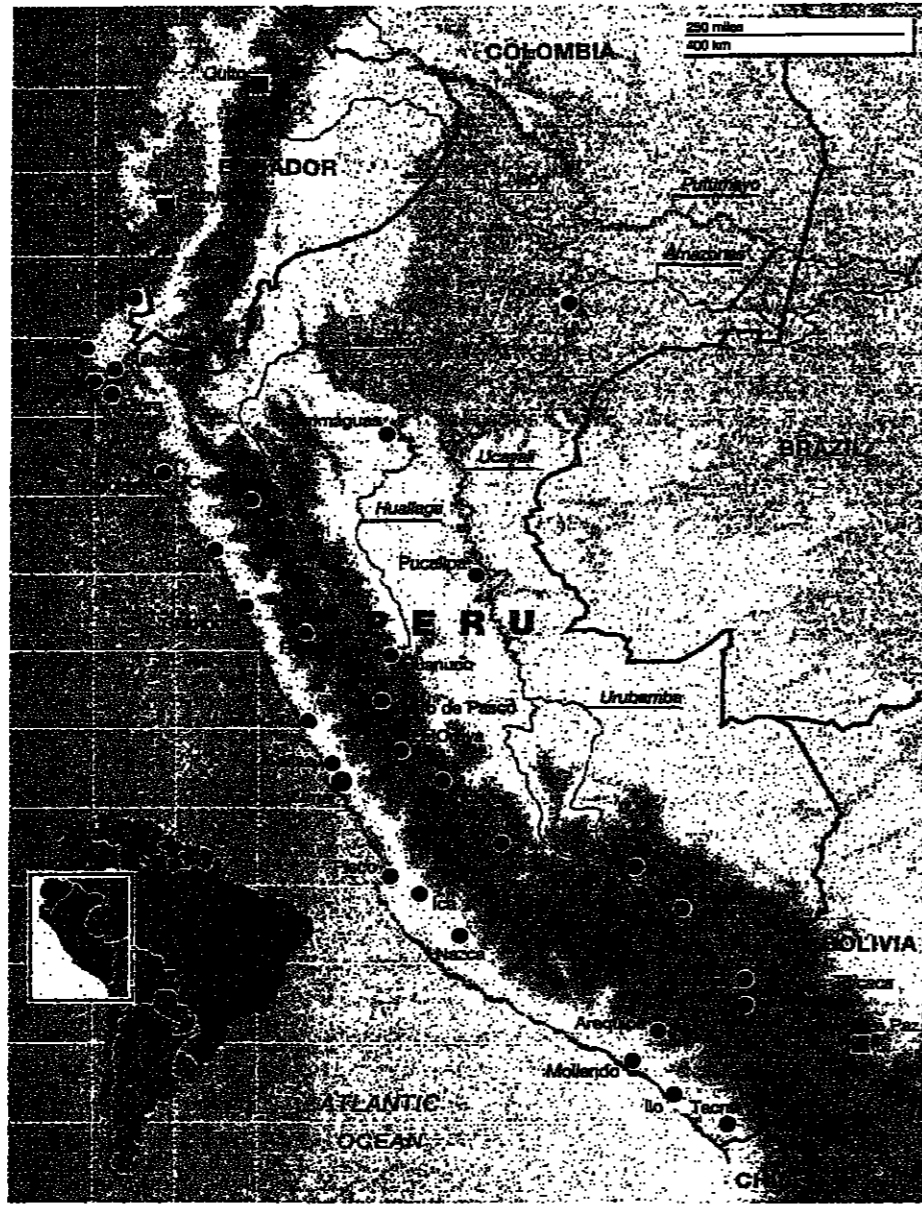
Passports are required. Visas are not necessary for visitors from many countries, including: UK, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Korea, Luxembourg, Netherlands, Norway, Portugal, Sweden, Switzerland and the US.

## Health

International vaccination certificates are not a condition of entry but it is wise to have standard vaccinations for visiting a tropical country. Check with your doctor as to which will be appropriate at the time of your visit. There is a risk of malarial infection below 1,500m, except in urban areas. It is not safe to drink tap water.

## Business hours

Private businesses: (Mon-Fri) 9am to 5pm.  
Banks: (Mon-Fri) hours vary but banks are generally open 9.15am to 12.45pm. April to December, with some reopening in the afternoon between 3pm and 6.30pm. Hours are usually 8.45am to 11.30am, January to March.  
Government offices: (Mon-Fri) 8am to 4pm, April to December - 7.45am to 1.30pm, January to March.  
Shops: (Mon-Sat) many regional variations. Generally



10am to 8pm. Many close between 1pm and 3pm for lunch.

## Etiquette

Meetings should be arranged in advance and reconfirmed. Visitors should arrive on time, but may be kept waiting.

## Public holidays

Jan 1 (New Year's Day), May 1 (May Day), June 24 (Day of the Peasant - half-day only), June 29 (St Peter and St Paul's

Day), July 28-29 (Independence Day), August 30 (St Rose of Lima), nearest Monday to October 8 (Battle of Angamos), November 1 (All Saint's Day), December 8 (Immaculate Conception), December 25 (Christmas Day). When a public holiday falls mid-week, it is moved to the following Monday.

## Time zone

Five hours behind GMT, except from January to April, when Peru is four hours

behind. Iquitos and Cuzco stay five hours behind all year.

## Climate

Variable according to location, but generally temperate on the coast, tropical in the jungles and cool in the highlands, with a rainy season between October and April. Temperatures in Lima range from 13°C to 28°C.

See key facts panel at bottom of previous page for economic and exchange rate data

## Minings by Sally Bowen

## Sell-offs strike mother lode

Foreign investment has created a near revolution in the metals and minerals industry

In the four years since economic deregulation began to take hold, Peru's mighty mining sector has laid the foundations for a promising future, introducing new technology and modern working practices.

Mining analysts are predicting that thanks to new investment, output of copper and gold could double by the turn of the century. Zinc, lead and silver are set for rises of up to 50 per cent. Copper production topped 400,000 fine tonnes last year, 10.8 per cent higher than in 1994, while gold and silver were up 18.2 and 9.6 per cent respectively.

Much of the credit for kick-starting activity must go to the sweeping privatisation programme, in which mining played a key, early role. Beginning with the sell-off of undeveloped state mineral deposits such as Quellaveco in late 1992, some of Peru's better-developed but badly undercapitalised production units were gradually brought to the auction block.

Most were acquired by foreign - often North American - mining concerns seeking to expand: among them, Cyprus Amax, Magma Copper, Placer Dome and Cambior. Refineries, too, have found new owners: Canada's Cominco for Cajamarquilla's zinc refinery and Southern Peru of the US for Ilo's copper refinery.

The government failed to sell Centromin, the huge state complex of mines, smelters and refineries first time round in May 1994, but will offer it as separate units during 1996.

The sell-off programme has accelerated the development of the industry. "What's really important about these privatisations is not the cash price Peru received," points out Mr Roque Benavides, financial director for Peru's largest private mining group Buenaventura and a former president of the national mine-owners' society SNMP. "Rather, what

matters is the associated investment commitments."

Cyprus Amax's \$37m winning bid in 1993 for the Cerro Verde copper deposits, for example, committed the US company to investing a further \$485m. Part of the money will be spent on the installation of a full-size concentrator plant - something the eternally cash-strapped Peruvian state had never been able to afford.

The small pilot concentrator plant that Mineroperu operated for years has now been closed down; Cyprus Amax maintains annual output levels of around 30,000 tonnes solely from the leaching of secondary sulphides. The investment decision on processing Cerro Verde's massive reserves of primary sulphides is expected any day.

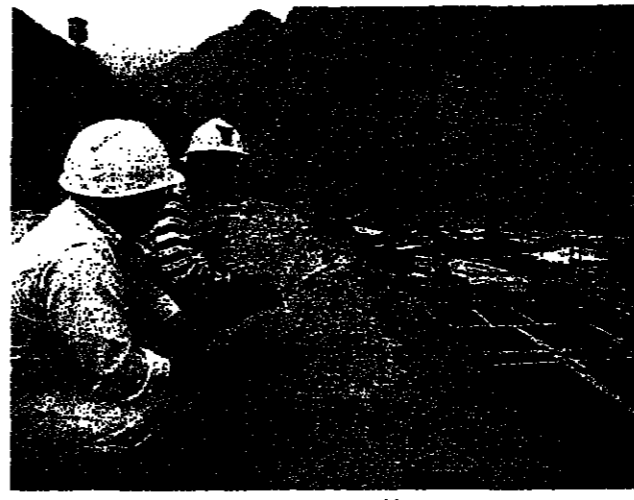
Magma, meanwhile, is pleased with its investment at

Scheduled to produce some 32,000 tonnes of copper cathodes annually, the plant could be on stream as early as next year. Magma is also beginning to investigate several other rich deposits at Tintaya.

It is not just production volumes that foreign investors are affecting; working practices are changing, too. The Canadians and Americans have brought with them modern methods of management. Cyprus Amax has abolished rigid distinctions between blue and white-collar workers and generally improved management-labour communications at Cerro Verde.

After an ambitious retraining and education programme, Magma has recently negotiated a ground-breaking five-year contract with its unions that includes built-in productivity targets.

Modernisation of mining



Zinc production from mines such as this will increase

Jon Scahill/Photo

Tintaya, Peru's second most important copper producer. Almost immediately after taking over the mine, bought at a closely-contested auction in November 1994, the new management was able to increase throughput from 7,400 tonnes per day to more than 11,000.

Last year's output topped 60,000 fine tonnes, almost 50 per cent more than under state administration.

Pending approval from its head office in the US, Magma will soon begin building a new solvent extraction/electrowinning (SX-EW) plant at Tintaya.

practices is making some impact on the traditionally casual attitude Peruvian miners have shown towards environmental protection. The rich Yanacocha gold mine, for example, strictly follows the standards Newmont Mining, its principal shareholder and operator, applies back home in Nevada.

Southern Peru, meanwhile, has taken the first steps towards cleaning up its environmental act. Having been accused for many years of causing intolerable levels of pollution in the southern town-

of Ilo; Southern Peru recently inaugurated a new sulphuric acid capture plant that will reduce sulphur dioxide emissions from the Ilo smelter by 18 per cent in a first phase costing a total of \$105m.

The long-established, US-owned company has invested \$445m since it patched up relations with the administration of the president, Mr Alberto Fujimori. The money has paid for environmental improvements such as the upgrading and renewal of machinery at the company's two huge copper mines, which still account for more than 60 per cent of national output. A new SX-EW plant at Toquespala, now operational, will produce an additional 39,000 tonnes of refined copper a year, increasing Peruvian output by about 9 per cent. And a brand new \$50m smelter for Ilo is under consideration.

Copper and gold, of course, are not the whole story of Peruvian mining. Glencor International of Switzerland (formerly Marc Rich) is almost ready to inaugurate the long-awaited Iscayurus zinc mine, 4,300m above sea level in eastern Lima province. With projected output of 50,000 fine tonnes a year - equivalent to some 10 per cent of current national output - Iscayurus will become Peru's top private zinc producer.

Peru also boasts an array of lesser-known minerals. This year, for example, it will be the world's third largest producer of tungsten. The British-based company, Avocet Ventures, holds 80 per cent of Peru's two premier tungsten mines and plans a London listing shortly.

The increased level of activity and the changes wrought by privatisation should not, however, obscure continuing problems in the country. Peru's mineral wealth is not enough to tempt some potential investors. A new law protecting surface landowners could make mining claims more tenuous and there is little faith in the ability of Peru's notoriously inefficient justice system to resolve disputes. Investors warn that if such concerns are not addressed, they could turn to Brazil or Argentina instead.



PETROLEOS DEL PERU S.A.

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## 8 PERU

■ Fishing by Sally Bowen

# Strategy needs a rethink

Processors plan to exploit deep-sea stocks as extraction of shallow-water species peaks

There could hardly be a greater contrast between the barren moonscape of Peru's coast and the teeming Pacific waters which run its full 3,000-kilometre length. Peru's off-shore fishing grounds are among the richest in the world; for the past couple of years, catches have been second only to China's.

Although Peruvians consume a large variety of top quality seafood harvested from the cold Pacific waters, the bulk of the catch is processed into fishmeal. Fishing itself is still a largely rustic activity, with some 80 per cent of the Peruvian fleet composed of small boats up to thirty years old. Most venture no further than 10 miles from shore. They return to port with an unrefrigerated cargo of anchovy and sardine to sell direct to the fishmeal factories spread along the coast.

In the past four years, investment - predominantly from the domestic private sector - has concentrated on upgrading the processing industry. At

Pisco, a port some 250 kilometres south of Lima, half-a-dozen brand new factories line the foreshore across the bay from the Paracas nature reserve, a nature lovers' paradise inhabited by sea-lions, penguins and booby-birds.

San Antonio and Diamante are among the newest plants, both operating for less than a year.

They display a mass of gleaming pipework, spanning fresh paint, huge boilers without a trace of grease or dirt, computerised control rooms and vast, low-temperature dryers designed to produce the high quality meals for which prawn and salmon farmers are prepared to pay a handsome premium.

Spurred by escalating international fishmeal prices, Peruvian fishing magnates have been investing heavily: Mr Richard Diaz, general manager of the national fishing association SNP reckons at least \$500m has gone into the sector since economic liberalisation in 1991. A new 60-tonne-per-hour plant using Norwegian or Chilean technology costs between \$15m and \$20m. But with prime meal commanding over \$600 per tonne, investors make a quick return on their outlay.

Processing plants must now present environmental impact studies and factory owners say

Last year fishmeal exports fell 16.8 per cent to 2.1m tonnes, a result of a 23.4 per cent drop in the catch compared with 1994's record of 11.6m tonnes. Earnings from fishing sector exports, however, increased 3.9 per cent thanks to unusually buoyant prices. Last year fishmeal accounted for \$768.5m of total fishing sector export revenue of \$936.7m making it Peru's second most important single export product after copper.

Investment in modern technology has helped create a more efficient industry. Instead of using up to 6 tonnes of fish to produce one of meal, the overall ratio has now fallen to 4.6 tonnes to one.

Modern plants are also more environmentally friendly. Even though the waste regurgitated into the sea during industrial processing is organic (largely fish oil and solid fish matter), it can at times cause unacceptable levels of pollution around Peru's coast, most notably near the Paracas reserve.

"With the post-1992 boom, plants grew too fast. Pollution has been caused by an unfortunate conjunction of factors," says Mr Diaz.

Processing plants must now present environmental impact studies and factory owners say

government inspections are rigorous. The best new factories can now recover almost all solids and no longer pump foul-smelling steam into the skies. But others are still far from acceptable by international standards of waste management.

The industry recognises that Peru has reached its limits both in extraction of anchovy and sardine and in fishmeal processing. Regulations passed last year prohibit installation of any more plants. Existing factories may not expand capacity and the overall size of the fishing fleet has been capped.

The UN's Fishing and Agriculture Organisation has advised on a more sophisticated plan to reorder the sector and fine-tune some of Peru's currently blunt instruments which the fisheries ministry has yet to publish.

Whatever new regulations may emerge to pre-empt the dangers of overfishing, there remain significant opportunities for extraction of currently under-exploited deep-sea species. San Antonio, for example, has two fully-refrigerated, 550-tonne fishing boats under construction in Lima's port of Callao. Each will cost around \$4.5m. The company's fleet

already has 16 350-tonne day boats which fish close to its processing plants in Pisco, and Supe, north of Lima.



Deep waters: the fishing fleet will have to diversify out of its shallow-water niche if catches are to go on increasing

already has 16 350-tonne day boats which fish close to its processing plants in Pisco, and Supe, north of Lima.

These new boats will fish for horse and jack mackerel. Little-exploited stocks of these fish are abundant in deeper waters and provide appropriate raw material for conversion to meal.

If fishmeal looks set to continue as a staple export for many years to come, non-traditional products are starting to

gain ground. These include frozen hake, and smaller quantities of turbot and shrimp from northern Peruvian waters. Frozen fish exports earned almost \$73m last year.

Several fishing entrepreneurs, meanwhile, are attempting to revive Peru's once-flourishing canning industry. Mr Salomon Manzur of Consorcio Pesquero Carolina, Peru's leading canner, is an enthusiastic

proponent of the canned fish option.

"It takes some five tonnes of fish to produce a tonne of fishmeal which, in normal conditions, sells for an average of \$400," he says. "The same quantity produces 125 cases of canned sardines worth \$2,000. You get much greater value-added and you give employment, which is what Peru needs."

The economic logic is not

lost on Pesquera Austral, currently Peru's second largest fishmeal producer. It is contemplating investing up to \$40m in a canning plant.

Analysis says that Peruvian canned fish output could top 20m cases a year within a couple of years. This is double production in a brief 1981-82 canning heyday, before the periodic warm current of El Niño ravaged fish stocks in 1983.

PERU

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Machu Picchu: Peru lacks infrastructure, not attractions

■ Tourism by Richard Lapper

## Cool welcome

Visitors must brave poor transport and accommodation to see incomparable ancient sites

Peru's tourism industry is slowly recovering from terrorism, growing crime and a cholera epidemic. This triple burden plunged the sector into deep difficulties in the early 1990s. The industry has lost substantial ground against competing centres elsewhere in Latin America. Peru's deficient infrastructure is likely to block more rapid development.

On the surface the recovery has been impressive. According to figures released by the ministry of industry and tourism, the number of foreign visitors to Peru increased last year by 25.7 per cent to 485,169. This is an increase of more than 100 per cent since 1992 when only 217,000 visitors were registered. This year the government is aiming to attract 600,000 tourists, a target which would, if achieved, generate some \$700m in foreign exchange earnings.

Growth has been from a low base. Official figures include business visitors to Peru. According to a study completed last year by Monitor, an independent US-based consultancy, only about 120,000 of the 378,000 people who came to Peru in 1994 were genuine tourists. Even though the figure was 80 per cent higher than 1993, the number of visitors has still not recovered levels reached in 1988.

Between 1982 and 1993 the number of tourists visiting Peru fell by an average of 1.9 per cent per year, compared with average annual increases for Costa Rica and Ecuador of 9.2 per cent and 6.4 per cent respectively. Monitor says that the industry is confronting "many of the same problems it faced 30 years ago...the country is not prepared to successfully accommodate a great number of tourists."

The sharp decline of the

early 1990s has left many tourism operators and hoteliers heavily indebted and unable to take advantage of new investment opportunities. Outside Lima many hotels lack facilities regarded as basic by international travellers. Monitor's study showed the absence of regular hot water in hotels located in the sometimes wintery Andean highlands was seen by visitors as a serious drawback.

Peru's infrastructure, especially in transport, continues to deter tourists, despite substantial improvements to the country's roads and internal air services. Tourists travelling from Cuzco to the Inca ruins of Machu Picchu, seen by some as potentially the 'biggest single

**The industry has lost ground against other Latin American centres**

tourist attraction on the continent, face an arduous three to four-hour journey and are effectively limited to using one train service a day which leaves between six and seven o'clock in the morning.

Some improvement is occurring, largely as a result of the government's privatisation programme, which has involved the sale of hotels to private sector groups and independent initiatives by a number of international hotel chains. During the first half of 1995 almost all the hotels offered for sale by the government were snapped up by private sector groups for slightly less than \$50m, plus additional investment commitments of more than \$20m. Invertur, for example, bought formerly state-owned hotels at locations including Ayacucho, Nazca and Moquegua. It is now planning to build a first-class apartment hotel at San Isidro in Lima.